# INTRODUCTION TO THE CABRINI UNIVERSITY FACULTY HANDBOOK

This is the Cabrini University *Faculty* Handbook, originally developed collaboratively by a committee of faculty and administrators during the 2005-06 and 2006-07 academic years and approved by the Board of Trustees in spring 2007. The *Handbook* has since been periodically updated to reflect legal and compliance changes, evolving best practices, and organizational and programmatic changes within the University. Most recently, the *Handbook* was updated and reorganized during the 2019-20 and 2020-21 academic years, through a collaborative effort including faculty and administrators, under the leadership of an ad hoc Handbook revision committee, Faculty Assembly, the Provost and the President. The changes resulting from that collaborative effort are reflected in the *Handbook* below, and they were approved by the Board of Trustees on June 4, 2021. The current *Handbook* also reflects a decision to streamline the *Handbook* for ease of use by the faculty and administration -- by placing information about general equal opportunity and employment policies, as well as student-related policies, in appendices to the *Handbook* or elsewhere on the University's website.

Chapter 2 of the Cabrini University *Faculty Handbook* ("Faculty Personnel Policies") sets forth the procedural, policy, and contractual information that is unique to faculty members and governs the faculty's relationship with the University. It includes policies and procedures with regard to hiring; academic rank; faculty rights and responsibilities; evaluation; renewal of appointment; tenure, rolling status, and promotion; grievance and appeal rights; and separation of faculty from the University. Faculty members are also subject to other University policies applicable to all employees or members of the University community – such as equal opportunity, health & safety, compliance, emergency management, and other general policies adopted by the Board of Trustees or required by law to maintain a safe and legally compliant campus community in furtherance of the University's mission. General policies of the University applicable to faculty members are posted on the University's website or intranet and are subject to update or change in the discretion of the University.

The process for updating and revising this *Handbook* is collaborative, consistent with the University's commitment to shared governance as set forth in Chapter 1 below. Ministerial corrections, non-substantive clarifications, or updates required by changes in the applicable law will be made by the Provost after consultation with the Faculty Cabinet and will be effective as of the date the revisions are posted on the University's website and disseminated to the Faculty (unless otherwise noted).

Substantive revisions to the provisions of Chapter 2 (regarding Faculty Personnel Policies) may be proposed by any member of the faculty or administration. If the Faculty Cabinet believes any of the changes, clarifications, or updates proposed by Faculty or administration are substantive and necessitate prior review and approval of the President or Board of Trustees, the proposed revision will be transmitted by the Provost to the President for a determination whether the revision is a substantive revision requiring final approval by the President and the Board of Trustees and will not take effect pending the President's determination. Any issue as to whether a proposed revision to the *Handbook* constitutes a substantive revision requiring Board approval will be resolved by the President, whose determination in the matter will be final. Any substantive changes to the *Faculty Handbook* must be forwarded through the President to the Board of Trustees for approval.

Any changes to the *Faculty Handbook* that are made within the academic year and approved by faculty for immediate implementation will be posted as an addendum to the Handbook on the Faculty Assembly webpage until posting of the final version on the university website by August 1.

The policy, procedural, and contractual information included in this 2021 *Handbook* has been reviewed and, as appropriate, approved by the Faculty and the University Administration using the process set forth above. Following recommendations by the Faculty and Administration, this *Handbook* was approved and adopted by the Board of Trustees as the policy of the University effective September, 2021. Final authority for the approval of all University policies, including the *Faculty Handbook*, is vested in the Board of Trustees as the governance authority of the University. The Board delegates to the President, as the chief executive officer, the power and responsibility to implement and enforce University policy adopted by the Board.

The version of the *Faculty Handbook* posted on the University's website constitutes the current, effective version of the Handbook. Prior versions of the Handbook will be archived; neither archived versions nor printed prior versions of the Handbook should be relied upon for any faculty reviews or procedures or for any other purpose.

**HISTORY OF CABRINI UNIVERSITY**

***A Glimpse at Our Past***

Cabrini University’s rich legacy was begun by Sister Ursula Infante and the Missionary Sisters of the Sacred Heart of Jesus, who boldly set out in 1957—in a time of economic recession—to establish a college. The Missionary Sisters of the Sacred Heart of Jesus are a worldwide institution of educational, medical, and social service facilities. Originally named Cabrini College, the institution was named for the founder of the Missionary Sisters of the Sacred Heart of Jesus, Saint Frances Xavier Cabrini, America’s first immigrant saint ([www.mothercabrini.com](http://www.mothercabrini.com)). Cabrini University shares its name with 95 other Cabrinian institutions in the U.S., Europe, South America, Australia, and Africa. The University strives to instill in its students a sense of responsibility toward their environment and service to others.

Throughout its history, the University has remained faithful to the mission of its namesake and sponsoring order and takes great pride and satisfaction in its commitment to provide a high quality, value-based education in the Cabrinian tradition. In 1965, the University earned full accreditation by the Middle States Commission on Higher Education (MSCHE), as well as approval by the Department of Education of the Commonwealth of Pennsylvania. Founded as a women’s educational institution, the College charter was changed to become coeducational in February 1970. The first male students matriculated in fall 1971.

Over the last four decades, Cabrini has evolved from a small women’s college with a dominant commuter-base to a residential institution with more than 2,300 students, including almost 900 undergraduates living on campus. In addition to the growth of the student body, the institution has experienced other significant changes: the development of professionally oriented undergraduate academic programs, the addition of graduate programs, and the expansion of campus facilities.

In 2016, the Pennsylvania Department of Education formally approved the institution to change its name from Cabrini College to Cabrini University, signifying a new stage in the transformation of Cabrini higher education.

In 1957, 43 students were enrolled in four majors offered by Cabrini College at the time. Undergraduate students can earn a Bachelor of Science, Bachelor of Arts, or other applicable baccalaureate degrees. Cabrini also offers master’s and doctoral degrees as well as graduate-level certificate programs. Partnerships with nearby institutions provide even more options in many new areas of study.

Even with all the advances Cabrini has seen in its 60-year history, there is one fundamental, bedrock principle, enunciated by St. Frances Xavier Cabrini more than a century ago: that a Cabrinian education should link intellectual competence with moral development and instill a special concern for those persons who are in need. The University is committed to providing this *Education of the Heart*—both an academic program and a living and learning environment that develop liberally educated persons who can succeed professionally and contribute to their communities.

Nationwide, the University was among the first institutions of higher learning to implement community service into its core curriculum, was the first in Pennsylvania to require community service of all students, and, in 2005, became the first college to sign an agreement with Catholic Relief Services (CRS) to support the organization’s global outreach program. On January 16, 2014, Fair Trade USA presented Cabrini with the certification of fair trade status, a designation determined by Fair Trade Colleges and Universities.

***A Tour of Our Campus***

A discussion of the history of Cabrini University is not complete without exploring the history of the campus. Cabrini University’s beautiful 112-acre campus is located just one-half hour from Philadelphia in suburban Radnor Township. The property was owned by the Lewis family and then the Brooke family during the 19th Century. It was sold around the turn of the century to the late James William Paul, Jr., a partner in the Drexel Company, prosperous Philadelphia bankers. Paul named his estate “Woodcrest,” because of its location on the crest of Radnor Hills.

Horace Trumbauer, a leading Philadelphia architect, designed the original estate buildings in the early 1900s. Paul sold Woodcrest in 1925 to Dr. John T. Dorrance, inventor of the formula for condensed soup and past president of the Campbell Soup Company. Dr. Dorrance’s family occupied the estate until 1954, when it was sold at auction to the Missionary Sisters of the Sacred Heart of Jesus.

**ACCREDITATION**

Cabrini University is accredited by the Middle States Commission on Higher Education, and is approved by the Department of Education, Commonwealth of Pennsylvania.

**FOUNDATIONAL DOCUMENTS**

***The Mission of Cabrini University***

* **Education of the Heart**Cabrini University is a Catholic institution of higher education dedicated to academic excellence, leadership development, and a commitment to social justice. The University welcomes learners of all faiths, cultures, and backgrounds and prepares them to become engaged citizens of the world.

—Approved by the Board of Trustees, Feb. 19, 2010

Updated in 2016

***Goals of Cabrini University***

* To provide an environment consistent with Frances Cabrini’s work in a pluralistic society by welcoming all qualified students in the enterprise of intellectual, spiritual, social, and emotional growth
* To provide a Cabrinian “education of the heart” that teaches that intellectual competence cannot be divorced from values or a moral responsibility to the community
* To provide a strong liberal arts education, enabling students to develop as critical thinkers, versed in communication and analytical skills, with the ability to apply knowledge to new and different problems, and with the ability to continue to learn from life
* To provide academic programs that will educate students (a) as highly trained professionals who enter graduate studies and professional fields or (b) who continue their professional development for career advancement and change
* To provide a qualified faculty and staff dedicated to educational excellence and professional development and to encourage personal and group interchange among students, faculty, and staff
* To provide guidance to assist each student in developing a sense of values, a good self-image, and responsibility to God, self, and the world
* To provide a broad range of cultural, religious, social, and recreational activities in order to carry the educational enterprises beyond classroom instruction
* To foster a community that treasures and respects its religious heritage while it recognizes it is enriched by differences in cultures and religious beliefs
* To develop programs, services, and educational delivery systems that are responsive to the different goals and needs of all our students on- and off-campus, day and evening, resident and commuter, traditional and non‑traditional, undergraduate and graduate
* To conduct ongoing evaluations of all campus programs, instructional and non-instructional, in order to improve their effectiveness and to create new programs consistent with the University’s mission and its vision for the future
* To encourage all University personnel to participate in the total development of students by their actions, example, and excellence in service
* To promote a spirit of cooperation and collaboration among faculty, students, staff, administrators, advisors, alumni, parents, and the Board of Trustees in achieving the goals of the University

***Qualities of the Liberally Educated Person***

Cabrini University is part of the international network of the Missionary Sisters of the Sacred Heart of Jesus created by the global vision of Saint Frances Xavier Cabrini. The apostolic priorities of the Missionary Sisters of the Sacred Heart include working for peace and justice, working against poverty and oppression, promoting personal and interpersonal growth, and increasing compassionate concern for all human beings. Based upon the mission of the University, Cabrini provides educational programs that recognize and seek to develop skills and values necessary to support and sustain a mature commitment to these objectives.

**Cognitive Complexity**

* Demonstrates analytic reasoning and critical thinking
* Demonstrates creative thinking
* Demonstrates scientific reasoning
* Demonstrates quantitative reasoning

**Effective Communication**

* Demonstrates effective written communication
* Demonstrates effective mediated communication
* Demonstrates effective oral presentation skills
* Demonstrates effective interpersonal communication
* Demonstrates effective small group communication skills

**Understanding of Self and Beliefs as a Global Citizen**

* Demonstrates sense of self
* Demonstrates knowledge of cultural diversity and American pluralism
* Demonstrates ability to interact cross-culturally

**Propensity for Engaging in Life-Long Learning**

* Demonstrates curiosity
* Demonstrates self-direction
* Demonstrates adaptability

**Responsibility for Social Justice**

* Demonstrates relevant knowledge
* Demonstrates relevant values
* Demonstrates relevant skills

**Expertise in a Specific Area**

* Demonstrates relevant knowledge
* Demonstrates relevant values
* Demonstrates relevant skills

***Charter of Core Values***

Our core values emanate from the life of Saint Frances Xavier Cabrini, the charism of the Missionary Sisters of the Sacred Heart, and the Catholic educational tradition.

In response to Frances Cabrini’s desire to provide an “education of the heart”—a Catholic, Cabrinian education, centered in Christ and ever mindful of the dignity and contribution of each person—the members of this University community, through a collaborative process, have enunciated these values which exist as a standard for our activities and as a hallmark for all future development.

“Education of the Heart” is achieved through the core values of:

* **Respect**

We strive for a reverence of self and others manifested in trust and appreciation. Respect calls for care and compassion in regard to diversity, our environment, social justice, civility in resolving conflict. The University strives to promote the integrity of each person, thus serving the vital and vibrant good of all.

* **Vision**

Inspired by the indomitable spirit of Saint Frances Xavier Cabrini, we strive to promote and foster innovation and creativity. Vision calls for a spiritually based outlook when seeking solutions, courage, a proactive stewardship of all present and future resources. We accept the challenge to live our lives according to the Cabrinian vision and values.

* **Community**

We strive to strengthen community by uniting diverse individuals and their aspirations in shared endeavor. Community calls for common mission, ethical responsibility, a sense of belonging, dialogue in decision making, enthusiasm for the enterprise, participation in the celebration of our values and traditions. The Cabrini University community seeks to maintain an environment of receptivity and hospitality for all and create union while nurturing individual gifts and talents.

* **Dedication to Excellence**

To maximize the potential of the individual and community we strive for the education of the whole person—intellectual, emotional, physical, and spiritual. Dedication to Excellence calls for positive attitude, commitment to lifelong learning, personal and professional growth, pride in accomplishment, fulfillment of common goals.

At the heart of our dedication to excellence is the desire to be our best in the service of our students and all others. Because we are an institution of process and constant development, what we are must always progress towards what we ought to be. It is our hope that in our constant effort to evaluate our growth, that we aim for a point of coincidence in which the values that determine what we are become one with what we ought to be.

―Approved by the Board of Trustees, Oct. 21, 1994

Updated in 2016

***Statement of Catholic Identity***

Inspired by Saint Frances Xavier Cabrini, we, the University community, participate in her enduring legacy to make the love of Jesus visible in the world. This legacy serves as the foundation of our Catholic identity and our mission, the *Education of the Heart.*

As a Roman Catholic university, we live this legacy together in the shared pursuit of truth, goodness, and beauty. In this effort we join together many traditions, backgrounds, and beliefs. In doing so, the University affirms God’s love for all, God’s gifts in all, and God’s call to serve all.

Our Catholic identity calls us to:

Faith

* invite all members of the community to share and develop their beliefs and faith traditions
* reflect with purpose, pray with passion, and seek wisdom in sacred texts
* celebrate liturgy and the sacramental life in times of joy and sorrow

Reason

* pursue a Cabrinian liberal arts education rooted in the Catholic Intellectual Tradition
* foster an academic environment that promotes spiritual, intellectual, and ethical transformation
* support scholarship to advance the common good

Justice

* act in solidarity with people who are poor, oppressed, and marginalized
* cultivate servant leadership that respects and upholds the dignity of the human person
* advocate for social justice, guided by Catholic Social Teaching

Cabrini University is a vital and distinctive mission of the international network of the Missionary Sisters of the Sacred Heart of Jesus and the Roman Catholic Church.

― *Adopted by the Board of Trustees, February 1, 2019*



**The Cabrini Seal**

On July 1, 2016, Cabrini College officially became Cabrini University. With this transformation came the opportunity to re-create the institution’s seal to more closely align with Cabrini’s founding order, the Missionary Sisters of the Sacred Heart of Jesus, and our long-term mission of Education of the Heart. Cabrini University is the only Cabrinian institution of higher education in the world.

**1957**

Cabrini was founded in 1957, welcoming 43 students to campus. For more than half a century, the institution has provided a quality education emphasizing academic excellence, leadership, and social change.

**Cross**

Cabrini is an inclusive Catholic institution that is open to learners of all faiths and backgrounds. The cross in the seal symbolizes our commitment to social justice and Catholic social teaching, which emphasizes the fundamental rights and dignity of all people.

**Heart**

Saint Frances Xavier Cabrini, the University’s namesake, was devoted to the Sacred Heart of Jesus, which symbolizes love and compassion for all humanity. The seal honors this and represents Cabrini’s dedication to inclusivity and embracing differences.

# CHAPTER 1 – ADMINISTRATIVE AND GOVERNANCE STRUCTURES

**Introduction**

Ultimate management and control of Cabrini University rests with a Board of Trustees, which elects the President to serve as the chief executive officer of the University (see *Bylaws* Article VII, Section 7.5. Adopted November 9, 2016). The Board of Trustees delegates management of the institution to the President who, in turn, gives different individuals and groups of individuals joint and unique responsibilities for administering approved policy and recommending policy changes and/or additional policies.

Administrative officers, faculty, students, and staff all have responsibilities and accountability within this system of shared governance. While this *Faculty Handbook* focuses on faculty responsibilities and accountability, it is important to note that faculty do not work independently on the administrative and policy issues for which they have special responsibility and accountability. Administrative officers participate in the governance structure, as do appropriate staff and student representatives. In all cases, the participation of non-faculty is intended to be substantive. Similarly, the role of faculty in shared governance is intended to be substantive, with faculty and non-faculty roles delineated as consultative or decision-making as set forth in this Handbook and other applicable policies

The University community is dedicated to and practices a model of shared governance wherein success will be marked by faculty, administration, staff, and students working together in a collegial environment of mutual respect. Recommendations for changes and/or additional policies are assumed to be the result of careful deliberation and discussion and are assumed to be based on evidence, reasonable business justification, and good faith decision-making processes. The faculty, President, and Board of Trustees takes each other’s perspectives, recommendations, and responsibilities seriously, and believe that the best decisions are made if all voices are heard and respected within a shared governance framework.

Under Cabrini University’s system of shared governance, faculty members have unique responsibilities to recommend and administer policies in the areas of curriculum and instruction; standards informing academic excellence, integrity, and graduation; faculty rank, tenure, and promotion; intellectual property; and faculty development, evaluation, grants, and sabbaticals.

This system of shared governance works when all faculty members fully participate in it. To that end, the Nominating and Appointment Board facilitates the involvement of faculty on major committees by soliciting faculty preferences for their institutional service in elected positions and appointing faculty to positions on committees and boards.

This Chapter One of the Faculty Handbook describes in broad terms the administrative and governance structures of the University as pertinent to its academic affairs operations. As noted, these provisions are not contractual and are subject to modification in the discretion of the President and Board, and subject to consultation and input from the faculty, as appropriate to best serve the needs of the students and advance the mission of the University.

## 1.0.0 ADMINISTRATIVE STRUCTURE

The President is responsible for establishing the administrative structure of the University. Over time, the administrative structure of the University will change in response to management style, opportunities, and/or threats.

### 1.0.1 President of the University

*Appointment and Terms*

The Board of Trustees initiates all Presidential searches. The Board of Trustees arranges for faculty participation and consultation in Presidential searches. If the office of the President becomes vacant, the Chair of the Board may appoint an acting President according to procedures of the University’s *Bylaws*. The President of the University (hereafter referred to as the President) ordinarily holds faculty status and rank.

*Duties*

The Board of Trustees vests the executive responsibility for management of the University in the President, who has the authority to execute contracts and other agreements with the approval of the Board. In serving as the University’s chief administrative and educational officer, the President is responsible for the management of the University’s programs in all administrative and academic areas.

The President directly supervises the work of the Provost/VPAA and vice presidents, and shall be a member *ex officio* of all standing committees of the faculty. *Unless otherwise noted, ex officio members do not vote.*

The President reports to the Board of Trustees and is responsible for submitting to it a comprehensive annual budget for the operation of the University. Once this budget has been approved by the Board, the President is authorized to conduct the affairs of the University in accordance with this budget.

Official communications and recommendations from the Faculty are transmitted to the President by way of the Provost and Vice President for Academic Affairs. The President and Provost/VPAA take appropriate communications and recommendations to the Educational Quality Committee of the Board of Trustees.

Such communications and recommendations will be in writing and will be transmitted by the President to the Board within a reasonable period after the receipt of the communications and recommendations. Official communications and recommendations from the Board of Trustees will be transmitted to the Faculty by the President or the President’s designee.

*Evaluation*

The President is evaluated by the Board of Trustees according to policies and procedures outlined in the University’s *Bylaws*.

### 1.0.2 President’s Cabinet

Under the President’s leadership and supervision, personnel at the University are organized into the following administrative areas:  Academic Affairs; Advancement & External Affairs; Mission, Diversity, Equity, and Inclusion, and Student Engagement; Finance and Operations; and University Admissions, Financial Assistance & Marketing.

The President’s Cabinet provides administrative leadership for the University by planning, coordinating, and evaluating all areas of the University; it initiates, develops and implements plans and strategies designed to advance the mission, goals, and objectives of the University, and it advises the President on institutional policy, programs, and practices. The administrative positions identified and discussed in this chapter reflect appointments only of officers in Academic Affairs.

### 1.0.3 Provost and Vice President for Academic Affairs

*Appointment and Terms*

The Provost/VPAA is typically selected through a national search that is initiated by the President. The President arranges for faculty participation and consultation in Provost/VPAA searches, with the final decision being made by the President. The Provost/VPAA is an at-will appointment and can be terminated at any time by the President. If the office of the Provost/VPAA becomes vacant, the President may appoint an acting Provost/VPAA until a national search can be conducted. The Provost/VPAA ordinarily holds faculty status and rank, which will be subject to the provisions of this Faculty Handbook subject to any mutually-agreed modifications set forth in the Provost/VPAA's appointment letter or contract.

*Duties*

The Provost/VPAA is the University’s chief academic officer. Working under appropriate policies and collaborating with relevant committees, the President, deans, the chairs, and other staff members, the Provost/VPAA has administrative responsibility for the University’s undergraduate and graduate curricula and academic programs and centers.

The Provost/VPAA oversees the ongoing evaluation of personnel and assessment of programs to ensure appropriate levels of quality throughout the academic affairs unit of the University. In consultation with deans and departmental search committees, the Provost/VPAA recommends candidates for full-time faculty appointments to the President. The Provost/VPAA also makes recommendations for promotion and tenure decisions to the President.

The Provost/VPAA advances the strategic plan of the University and all relevant academic priorities by guiding the overall direction for the University’s academic programs, by assigning responsibility for their implementation, by reviewing academic policies for their consistency with the strategic plan and mission, and by taking responsibility for the overall evaluation of the plan’s implementation and outcomes.

The Provost/VPAA anticipates future developments in higher education and their impact on the University and evaluates the needs inherent in meeting those challenges creatively and effectively. The Provost/VPAA appoints members of the academic leadership to serve on the Provost’s Council and appoints other special task forces, as necessary, to address or evaluate important academic issues facing the University. Members of the Provost’s Council include the Associate Provost, School Deans, and the Dean for Retention and Student Success.

The Provost/VPAA has final responsibility over the management of budgets within Academic Affairs. With the approval of the President and following consultation with deans and department chairs, the Provost/VPAA authorizes the creation and elimination of faculty and academic staff positions as appropriate to the plans and priorities of the academic affairs unit and determines that the allocation of resources to the various programs within the unit reflects established priorities.

In the President’s temporary absence from campus, the Provost/VPAA serves as the University’s chief executive officer.

*Evaluation*

The Provost/VPAA reports to the President. The Provost/VPAA is evaluated according to the established policies and procedures for performance review published by Human Resources.

### 1.0.4. Associate Provost for Academic Affairs at Cabrini University

*Appointment and Terms*

The Associate Provost for Academic Affairs is appointed by the Provost and Vice President for Academic Affairs. The Associate Provost is an at-will appointment and can be terminated at any time by the Provost/VPAA. If the office of the APAA becomes vacant, the Provost/VPAA may appoint an acting APAA. The APAA ordinarily holds faculty status and rank, which will be subject to the provisions of this Faculty Handbook subject to any mutually-agreed modifications set forth in the Associate Provost’s appointment letter or contract. If a tenured faculty member is appointed as an APAA but subsequently terminated from that position, s/he may return to a faculty role subject to availability.

*Duties:*

Reporting to the Provost and Vice President for Academic Affairs, the Associate Provost for Academic Affairs (APAA) is responsible for providing support to the Provost & VPAA in the overall direction of operational and strategic initiatives at Cabrini University. The APAA supports the Provost/VPAA on accreditation, assessment, institutional reporting, communication, articulation agreements, academic ceremonies, and other strategic initiatives. The APAA will assist with assessment, both formative and summative, in collaboration with the deans and faculty. The individual works with the Provost/VPAA, deans, administration, and faculty to ensure compliance with state and national reporting and Middle States Commission on Higher Education’s accreditation requirements.

In addition, the APAA collaborates with the Provost & VPAA on Strategic Planning initiatives and ensures a student-centered approach to academics in support of the College's mission. The APAA will work collaboratively with the Provost, Institutional Research, and other offices to support academic review and assessment, articulation, management of the promotion and tenure portfolio portal, and other special projects as assigned by the Provost.

This is a 12-month faculty position that reports directly to the Provost & Vice President for Academic Affairs. The APAA serves as a member of the Provost’s Council and the University Planning Council.

Evaluation

The Associate Provost reports to the Provost/VPAA. The APAA is evaluated according to the established policies and procedures for performance review published by Human Resources.

### 1.0.5 School Dean

*Appointment and Terms*

The Dean is typically selected through a national search that is initiated by the Provost/VPAA. The Provost/VPAA arranges for faculty participation and consultation in Dean searches, with the final decision being made by the Provost. The Dean is an at-will appointment and can be terminated at any time by the Provost/VPAA. If the office of the Dean becomes vacant, the Provost/VPAA may appoint an acting Dean until a national search can be conducted. The Dean ordinarily holds faculty status and rank, which will be subject to the provisions of this Faculty Handbook subject to any mutually-agreed modifications set forth in the Dean's appointment letter or contract.

*Duties*

Subject to the supervision of the Provost/VPAA, the Dean administers programs, faculty and personnel within the academic School. The Dean provides a vision for the School that is consistent with the mission of the University. The Dean is a member of the President’s Cabinet and Provost’s Council, serves on appropriate shared governance and University committees or task forces, and as the Provost/VPAA’s designee on committees and at functions as needed.

The Dean provides strategic planning and vision necessary to advance excellence in teaching, research, and service in their School; leads efforts for mission integration across the School and throughout the University;

The Dean provides leadership for Assistant Deans (if applicable)/Department Chairs by providing opportunities for development and by coordinating and promoting interaction and cooperation among academic departments and disciplines within the School, between Schools and throughout the University.

The Dean oversees faculty hiring, evaluation, promotion, and tenure review in the School and makes recommendations regarding reappointment, promotion and tenure; recommends appointment and review of department chairs and program coordinators; oversees hiring, supervision, evaluation and retention of support staff in the School, subject to the appropriate involvement of the Provost/VPAA's office and Human Resources.

Directs department chairs and program coordinators in the assignment of faculty teaching loads and coordinating course scheduling;

Ensures development of new faculty, the continued growth of experienced faculty and develops leadership opportunities for faculty and staff in the School;

The Dean is responsible for the development and evaluation of programs as authorized by the Provost, advances student achievement and program innovation through an on-going assessment plan, program review and accreditation of programs; promotes an entrepreneurial spirit with development of new undergraduate, graduate and/or doctoral programs, as well as community partnerships and programs; nurtures existing programs leading to growing the School;

Provides administrative continuity throughout the calendar year by serving as a member of the academic affairs unit and the University; works with department chairs and Assistant Deans (if applicable) to respond to student appeals, complaints, and requests for exceptions; communicates and collaborates with Enrollment Management to assure appropriate right size and best fit of undergraduate and graduate students to the School.

The Dean prepares and administers budget of the School; works with the senior administration to implement the strategic plan through resource allocation and alignment; fosters cooperative relationships within the School, University, and other institutions; works with Institutional Advancement, faculty and staff of the School to develop extramural funding opportunities which support academic programs; coordinates with Institutional Advancement, Provost, and President for fundraising initiatives which supports academic programs and the University.

Evaluation

The Dean reports to the Provost/VPAA. The Dean is evaluated according to the established policies and procedures for performance review published by Human Resources.

### 1.0.6 Department Chair

*Appointment and Terms*

Department Chairs are appointed to a three-year term that may be renewed by the Provost upon the recommendation of the Dean and after consultation with members of the department. The contract term runs from July 1 to June 30 with the expectation for summer responsibilities, and renewal is at the discretion of the Provost. Preference will be given to tenured associate or full professors, but the selection of an appropriate Department Chair will ultimately be made in the best interests of the University and the Department in question.

In cases where there are no qualified or willing candidates in a department, the position may be assigned to another candidate from a related discipline.

If a situation of severe departmental dysfunction arises, or if the Provost determines that other circumstances necessitate the replacement of a Department Chair, the Provost—after consultation with the Dean—may remove a Department Chair during his or her annual term and appoint a successor. In the event that a Department Chair is so removed, or if the Chair cannot or will not fulfill his or her duties for the year term, the Provost/VPAA appoints a replacement.

*Duties*

Department Chairs are an important link between the University administration, faculty, and students. They are responsible for projecting and assessing the needs and interests of their departments and for representing them to the University administration. They also promote the interests of the departments to internal and external constituencies.

The Department Chair’s list of duties includes the following: curricular/program planning and assessment, class scheduling, University *Catalog* revisions and assessment; full-time and adjunct faculty development, selection, and evaluation; submission and administration of an annual budget; and completion of an annual department report.

Overall, Department Chairs function as facilitators and problem-solvers, enhancing the contribution their departments make to the academic quality of the University. Their primary leadership responsibility is for curriculum and strategic priorities for the department.

Department Chairs are responsible for general oversight of the academic major(s) in their departments and evaluate any exceptions that will be made for individual students within the department. Department Chairs coordinate the assignments of faculty so that workloads are equitable and equally spaced throughout the day and across the week.

Department Chairs are responsible for general oversight and supervision of the faculty in their department, regularly evaluating the performance of department faculty and reporting this information, as appropriate, to the deans and Provost/VPAA. Chairs hire part-time faculty to teach courses and oversee onboarding and evaluations of part-time faculty. Chairs review, collect, and post all syllabuses from courses taught in their departments.

Chairs are responsible for meeting with full-time probationary faculty members at least once a year in order to discuss the faculty members’ professional activities on- and off-campus. In the case of probationary faculty, the Chair reviews copies of course evaluations, observes at least one class of the faculty member, and submits a written evaluation to the Dean, Provost/VPAA and/or the PTB.

Department Chairs submit an annual recommended strategic budget to the Dean according to the guidelines developed by the Office of Finance. Chairs administer the budgets for their departments subject to oversight of the Dean. They approve all departmental expenditures for equipment, supplies, instructional materials, audio and video materials, and purchases for the library. They work with the Office of Institutional Advancement to prepare grant proposals and to solicit funds from external agencies to help meet the needs of the department and to enhance its academic programs.

Department Chairs are expected to hold regular meetings with department faculty and staff and to provide a yearly update to the Dean. Chairs should be aware of trends and pedagogical practices within their discipline and in higher education as a whole. All Chairs meet with the Dean on a regular basis to discuss departmental goals and priorities.

Department Chairs meet together on a regular basis as requested by the Provost/VPAA and/or the School Dean to discuss administrative issues affecting all departments. Annually, every Department Chair serves on one of two governing bodies: the Department Chairs Committee or the Academic Programs Board.

*Evaluation*

New Department Chairs are evaluated each year for their first three years by their school dean with input from full-time faculty members in their department and other relevant staff. After the first three years, each Department Chair is evaluated by the same method every other year. Evaluation forms are returned to the Dean who administers the final evaluation for each Department Chair. The Dean shares the annual evaluation with the Provost/VPAA.

**1.0.7 Dean for Retention and Student Success**

*Appointment and Terms*

The Dean for Retention and Student Success is appointed by the Provost/VPAA and is an at-will, 12 month, full-time appointment that can be terminated at any time by the Provost/VPAA. If the position of the Dean becomes vacant, the Provost/VPAA will appoint an acting Dean until a search can be conducted. The Dean for Retention and Student Success ordinarily holds faculty status and rank, which will be subject to the provisions of this Faculty Handbook subject to any mutually-agreed modifications set forth in the Dean's appointment letter or contract.

*Duties*

Subject to the supervision and oversight of the Provost/VPAA or designee, the Dean for Retention and Student success is responsible for directing administrative functions and processes to support academic success and student retention and oversees work of the Center for Student Success (CSS). They supervise directors of the First-Year Experience and Student Transitions, Academic Advising, the Accessibility Resource Center, the Center for Career and Professional Development, and the Assistant Dean for Retention and Student Success.   
  
The Dean for Retention and Student Success serves the function of School Dean for undergraduate students who have not yet officially declared an academic major and has oversight for faculty hired to teach College Success (COL) courses.

The Dean collaborates with the Provost/VPAA, School Deans, institutional research staff, and Student Life leadership to develop student retention and degree completion goals, collect, analyze, and report relevant data (e.g. retention trends), and identify and implement retention and persistence strategies. The Dean works with Institutional Advancement, following approval and identification of needs with the Provost, to identify external funding sources to support CSS initiatives and Admissions to facilitate the transition of students from enrolled to matriculated status.  
  
The Dean chairs the Academic Review Board and oversees relevant data analysis and student communications regarding academic standing, and in collaboration with the Director for Academic Advising, oversees probationary student support initiatives. The Dean manages communications related to student progress (e.g. warning notices, midterm grades) and works closely with faculty identifying at-risk students. Other duties may be assigned by the Provost/VPAA.

*Evaluation*

The Dean for Retention and Student Success reports to the Provost/VPAA. The Dean is evaluated according to the established policies and procedures for performance review published by Human Resources.

***1.0.7.1 Assistant Dean for Retention and Student Success***

*Appointment and Terms*

The Assistant Dean for Retention and Student Success is appointed by the Provost/VPAA, in consultation with the Dean for Retention and Student Success, following a search from the pool of qualified candidates and is an at-will, 12 month appointment that can be terminated at any time by the Provost/VPAA. The Assistant Dean typically holds another position at the University, in addition to the Assistant Dean role. If the position of the Assistant Dean becomes vacant, the Provost/VPAA may appoint an acting Assistant Dean until a search can be conducted.

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*Duties*

Subject to the supervision and oversight of the Dean for Retention and Student Success, the Assistant Dean serves as an Academic Affairs point person for undergraduate and graduate students requesting exemptions to academic policies, supports the Dean with retention initiatives, and oversees the Academic Enrichment area of the Center for Student Success. Duties include meeting with students, faculty and parents/guardians regarding academic exemptions, assisting students with excused absences, and supporting the Dean with development and implementation of the University’s Retention Plan. The Assistant Dean oversees the staff, budget, goal setting, and assessment for Academic Enrichment. The Assistant Dean is expected to hold a minimum of four office hours on campus weekly (He/she will work closely with Academic Advising, the Accessibility Resource Center, the Registrar’s Office, the Business Office, Student Life, and with faculty and school deans on student related issues. Other duties may be assigned by the Dean for Retention and Student Success.

*Evaluation*

The Assistant Dean reports to the Dean for Retention and Student Success and is evaluated according to the policies and procedures for performance review determined by the Provost/VPAAs office.

**1.0.8. Assistant Dean for the Core Curriculum**

*Appointment and Terms*

The Assistant Dean for the Core Curriculum reports to the Provost and VPAA and is appointed for a three-year term by the Provost/VPAA in consultation with the Dean for Arts and Sciences and School Department Chairs. The Assistant Dean is a 12-month, part-time position and can be terminated at any time by the Provost/VPAA. If the position of the Assistant Dean becomes vacant, the Provost/VPAA may appoint an acting Assistant Dean until a search can be conducted. The Assistant Dean retains their rank and status as a regular faculty member, which will be subject to the provisions of this Faculty Handbook subject to any mutually-agreed modifications set forth in the Assistant Dean's appointment letter or contract. .

*Duties*

Subject to the supervision and oversight of the Provost/VPAA, the Assistant Dean is the key point person on campus for issues related to the Justice Matters Core Curriculum program. Duties include, but are not limited to, on-boarding new faculty to the Justice Matters curriculum, serving the duties as Department Chair for the Engagements with the Common Good (ECG) courses, including course scheduling, faculty hiring, assessment, and budgeting, development and implementation of faculty development opportunities, serving on the Department Chairs Committee, the Academic Review Board, and the Undergraduate Assessment and Curriculum Committee, approving academic exception requests related to core coursework, participating in the review process for Individualized Major applications, and collaborating with the Office of Institutional Research on relevant matters in the planning and preparation for the Middle States reviews and site visits.

*Evaluation*

The Assistant Dean reports to the Provost/VPAA and is evaluated according to the policies and procedures for performance review determined by the Provost/VPAA.

***1.0.9 School Assistant Dean***

*Appointment and Terms*

School Assistant Deans are appointed annually by the Provost/VPAA upon the recommendation of the relevant School Dean. The Assistant Dean is a 12-month, part-time position and can be terminated at any time by the Provost/VPAA. If the position of the Assistant Dean becomes vacant, the Provost/VPAA may appoint an acting Assistant Dean until a search can be conducted. The Assistant Dean retains their rank and status as a regular faculty member, which will be subject to the provisions of this Faculty Handbook subject to any mutually-agreed modifications set forth in the School Assistant Dean's appointment letter or contract.

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*Duties*

The duties of a School Assistant Dean vary depending on the needs of the Dean and School and will be outlined in the official job description for the position. Duties may include, but are not limited to, serving as a School representative at on- and off-campus events, assisting the Dean with completion of external accreditation requirements, partnership development, School marketing and communications, recruitment and retention initiatives for undergraduate and graduate programs, faculty development programming, budget management, and program assessment.

*Evaluation*

The Assistant Dean reports to the relevant School Dean and is evaluated according to the policies and procedures for performance review determined by the Provost/VPAA’s office.

### 1.0.10 The Faculty

*Appointment and Terms*

Faculty consists of all full-time, part-time, and administrative faculty. For the remainder of this Section 1.0.8, however, the term "Faculty" will refer only to full-time teaching faculty who hold the rank of Instructor, Professor of Practice, Assistant Professor, Associate Professor, or Professor. Faculty appointments and terms are further described in Section 3.2.0 below.

*Duties*

* Teaching responsibilities
* Advising
* Service
* Scholarship/professional vitality

The Faculty share responsibility and accountability with the School Deans, Provost/VPAA, the President, and/or the Board of Trustees for governance and administration in the following areas:

* Recommendations for and administration of policies in the areas of curriculum and instruction
* Standards informing academic excellence, integrity, and graduation
* Faculty rank, tenure, and promotion
* Intellectual property
* Faculty development, evaluation, grants, and sabbaticals

See Section 2.7.1 for further information regarding teaching, advising, service, and scholarship/professional vitality responsibilities. The administrative responsibilities of individual faculty, which are subject to applicable rules, regulations, and policies, include

* Publishing a syllabus and office hours
* Ordering class materials (*e.g.*, books from the Bookstore)
* Establishing a safe and respectful learning environment in the classroom
* Accessing class lists
* Utilizing the library in appropriate ways (*e.g.*, reserve materials)
* Organizing field trips
* Using campus spaces
* Submitting electronically the notice of non-attendance, first-year evaluations, and warning notices according to the published schedule
* Completing athletic progress reports
* Following accommodation procedures outlined in the University's disability policies and administered by the Accessibility Resource Center
* Complying with all requirements of the University's Title IX, equal rights, and equal opportunity policies
* Assessing individual courses and programs as appropriate
* Complying with all obligations and honoring student rights as required by the Family Educational Rights and Privacy Act (FERPA) and other applicable privacy laws
* Submitting charges of academic dishonesty to the Dean for Retention and Student Success and complying with all provisions of University academic integrity policies
* Posting grades according to the schedule outlined by the Registrar’s Office
* Initiating and following through with an Incomplete according to Academic Affairs policies when warranted
* Advising students identified as the faculty member’s advising cohort as assigned by department chairs
* Honoring, and modeling for students and the community, compliance with reasonable health and safety directives, as well as emergency procedures, adopted by the University
* Supervising internships, independent studies, directed studies, and co-ops as appropriate
* Complying with other faculty responsibilities as articulated by the Provost/VPAA, President, or Board to meet evolving needs of students and the University.

*Evaluation*

Faculty evaluation policies and procedures are articulated in Section 2.5.0.

\* The following positions are most directly related to academic matters and faculty governance. For a more complete list of administrative and staff positions at the University, please see current Academic Catalog.

**1.0.11 Director of the Library**

*Appointment and Terms*

The Director of the Library is appointed by the President upon the recommendation of the Provost/VPAA through a regional or national search as deemed appropriate. The appointment is an at-will appointment and can be terminated at any time by the Provost/VPAA. In the event that the Director of the Library is unable to fulfill the duties of the position, an interim Director of the Library will be appointed by the President on the recommendation of the Provost/VPAA until a new search can be initiated. This 12-month position may hold administrative faculty status and may have rank assigned.

*Duties*

The Director of the Library has primary responsibility for the operation of library services. Responsibilities include developing, managing and administering short-term and long-range library plans; the library budget; library policies, procedures and standards; library personnel; and the assessment plan for the library. In addition, the Director of the Library seeks external support for the library and participates in administrative affairs of the University through service on relevant committees.

*Evaluation*

The Director of the Library reports to the Provost/VPAA. The Director of the Library is evaluated according to the established policies and procedures for performance review published by Human Resources.

**1.0.12 Registrar**

*Appointment and Terms*

The Registrar is appointed by the President upon the recommendation of the Provost/VPAA through a regional or national search as deemed appropriate. The appointment is an at-will appointment and can be terminated at any time by the Provost/VPAA. In the event that the Registrar is unable to fulfill the duties of the position, an interim Registrar will be appointed by the Provost/VPAA until a new search can be initiated. This 12-month position may hold administrative faculty status and may have rank assigned.

*Duties*

The Registrar coordinates registration, grading, degree auditing and graduation verifications, official class schedules, and enrollment reporting. Additionally, the Registrar fulfills transcript requests for all current students and graduates and completes loan deferment forms/letters, Veterans’ Administration forms, and enrollment verification for the undergraduate population. Finally, the Registrar is responsible for creating an efficient enrollment process and maintaining and reporting accurate academic records for students.

*Evaluation*

The Registrar reports to the Provost/VPAA. The Registrar is evaluated according to the established policies and procedures for performance review published by Human Resources.

### 1.0.13 Standing Committees of the University

The following administrative committees are standing committees that implement policies and procedures that the University has established and endorsed. Faculty representation on these committees is vital. This representation occurs in two different ways: either the Provost/VPAA makes faculty appointments to Standing Administrative Committees when vacancies are announced or the President makes appointments upon the recommendation of the Provost/VPAA. As directed by this *Faculty Handbook*, some Standing Administrative Committees may require selection by the faculty.

* The Faculty Grievance Committee receives the grievance of any faculty member who alleges there has been a breach, misrepresentation, or misapplication of University policy as set forth in Section 2.10.1.
* The Who’s Who Committee selects those graduating seniors to be recognized as the University’s Who’s Who representatives.
* The Institutional Review Board determines whether procedures of proposed research appropriately safeguard the rights and welfare of human subjects.
* The Budget Advisory Council discusses and prioritizes the budgets of individual units and recommends final budgets to the President for action by the Board of Trustees.
* The Department Chairsshare information and discuss administrative matters related to department and University operations for quality improvement purposes.
* The Enrollment Committee is responsible for proposing, organizing, and implementing initiatives related to strategic recruitment and retention.
* Inclusivity Council oversees the University’s strategic efforts to integrate fully the talents and gifts of every member of the Cabrini community by assessing and evaluating the policies, practices, systems, structures, cultural norms and initiatives of the University to enhance and ensure an inclusive environment across the institution and throughout the campus.
* Mission Advisory Council promotes dialogue and understanding of the University Mission and Core Values to integrate the mission and values of the workplace and develop strategies to address issues the directly impact mission.
* Cabrini Abroad Council was established to help develop and approve study abroad and immersion trips for students that involve academic credit.

### 1.0.14 Task Forces, Ad Hoc Committees, and/or Active Rosters

Each academic year, special task forces, ad hoc committees, and active rosters are established by the President or the Provost/VPAA. These task forces, ad hoc committees, and active rosters are temporary bodies, serving special exploratory or otherwise limited functions. Once the group completes its task, it is disbanded. If the group’s work proves invaluable, its function will be incorporated or added into the existing administrative structure.

### 1.0.15 Administrative Committees and Boards Within the Governance Structure

In addition to their governance responsibilities, committees and boards within the governance structure have administrative duties. For example, these bodies will implement policies and procedures that have been established and endorsed by the faculty. A full description of these committees and boards is found in the following pages.

## 1.1.0 Governance Structure

Cabrini University’s governance structure represents a system of shared governance in which faculty members have unique responsibility to recommend policies in the areas of curriculum and instruction; standards informing academic excellence, integrity, and graduation; faculty rank, tenure, and promotion; intellectual property; and faculty development, evaluation, grants, and sabbaticals. Shared governance works at the University when all faculty members fully participate. Shared governance is successful at the University when faculty, administration, staff, and students work together in a collegial environment of mutual respect.

### 1.1.1 Overview of Shared Governance at the University

Shared Governance at Cabrini University involves the participation of all faculty and relevant administrators. Some people participate by virtue of their positions in the University. Other people participate through the election and appointment process. Still others participate (without vote) because of their special skills and/or perspectives.

Faculty may only hold one elected position in the governance structure with the exception of Promotion and Tenure Board membership. No more than two consecutive terms may be held for any elected position. Faculty may only run for one position per ballot. In order to facilitate this widespread participation in specific and general governance issues related to faculty, the Faculty Assembly meets once a month to be apprised of relevant information and vote on any recommendations that arise from the various governance bodies.

Faculty Assembly is intended as a time and place for faculty discussion about and resolution of important governance issues. However, Faculty Assembly should be understood as a final step in a deliberation that ordinarily begins in one of three governance bodies charged with tending to the governance responsibilities of the faculty. From the Faculty Assembly, a governance issue will be referred to the Provost/VPAA who may then convey the issue to the President and/or the Board of Trustees.

The Faculty elects chairs to oversee the three main governance areas- Strategic Planning, Assessment and Curriculum Integrity, and Faculty Development. The leaders of these three governance areas and the leader of Faculty Assembly (an elected faculty member) meet regularly with the VPAA and President as the Faculty Cabinet to share information about academic planning, curriculum, and faculty development and advancement. The Faculty Cabinet provides an opportunity for collegial discourse between faculty and administration, and it decides which issues should be brought to a vote and which issues are presented for informational purposes only at Faculty Assembly.

The Strategic Planning area includes the Department Chairs Committee, Technology Committee, the Academic Programs Board and the Nominating and Appointment Board.

The Department Chairs Committee is charged with developing and reviewing short- and long-term academic initiatives that facilitate the strategic academic plan of the University. Working with the Provost/VPAA and Deans the Department Chairs Committee gives vision and structure to the University’s core academic direction. The Technology Committee evaluates and facilitates academic planning around the use of existing and new technology. The Academic Programs Board evaluates proposals for new academic programs at the University. The Nominating and Appointment Board facilitates the effective and equitable involvement of all faculty into all areas of the governance process by preparing election ballots and appointments for every aspect of this governance model.

The Assessment and Curriculum Integrity area includes the Undergraduate Assessment and Curriculum Committee, the Graduate Assessment and Curriculum Committee and the Academic Honesty/Student Grievance Board. The Undergraduate Assessment and Curriculum Committee is charged with recommending and reviewing academic policy on all undergraduate curricular issues. The Graduate Assessment and Curriculum Committee is charged with recommending and reviewing academic policies impacting graduate programs. The Assessment and Curriculum Integrity area operationalizes and assesses the initiatives and recommendations of the Department Chairs Committee into the University’s Curriculum. The Academic Honesty/Student Grievance Board provides a forum for resolution of alleged violations of the Academic Honesty Policy and other student grievances.

The Faculty Development area includes the Faculty Development and Events Committee, the Faculty Professional Topics Committee, and the Promotion and Tenure Board.

The Faculty Development and Events Committee facilitates the professional development of individual faculty members as scholar/teachers and the professional development necessary for promoting the strategic initiatives of the University. The Faculty Professional Topics Committee monitors the extent to which faculty are achieving the professional teaching, scholarly, and service requirements, and recommends summer grants, special initiative monies, and sabbaticals that support an individual faculty member’s development as well as the University’s strategic plan. The Promotion and Tenure Board makes recommendations regarding third-year review, tenure, and promotion criteria.

For all committees and subcommittees, minutes will be taken by either a designated Secretary or volunteering member at each meeting. Minutes will be revised and voted upon, and then electronically sent to the Faculty Assembly Webmaster to be uploaded onto the Faculty Assembly website within 15 calendar days after each meeting while regular classes are in session. All minutes, with the exception of those taken at Faculty Assembly, are to follow Robert’s Rules of Order (2000 or subsequent versions). Faculty Assembly minutes will be more descriptive, except during debates, in an effort to: 1) provide information on important issues affecting the Faculty; 2) contextualize upcoming motions; 3) produce a record of discussion during meetings for members unable to attend; and 4) ensure that archives provide sufficient reflection on the issues coming before the Faculty Assembly for historical reference. Electronically archived minutes will be maintained for five years and then stored in the University Archive. Boards, because of the confidential nature of their rulings, are not required to upload electronic minutes; however, the Board will forward hard copies to the University Archive with requested access restrictions.

### 1.1.2 The Board of Trustees

The Board holds the final and fiscal responsibility for the institution. The Board exercises general oversight and control of all affairs of the University. It generally concerns itself with major matters of policy, including, but not limited to, University finances and fund-raising, academic and non-academic programs, physical facilities, granting tenure and rolling contracts to members of the faculty, and the awarding of academic and honorary degrees (see *Bylaws* Article VI, Section 6.1, 6.4. Adopted November 9, 2016).

### 1.1.3 President of the University

The President serves as a conduit to the Board of Trustees, relaying information and recommendations from the Faculty Assembly to the Board and from the Board to the Faculty Assembly as appropriate. The President is empowered to ask the Faculty Assembly to reconsider an action or recommendation and, ultimately, to deny an action or recommendation, although the collaborative nature of the governance system should make such instances infrequent.

### 1.1.4 Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs shepherds information and recommendations to the President received from the Faculty Assembly and shepherds information and recommendations from the President to the Faculty Assembly so that the governance system operates as collegially and efficiently as possible.

### 1.1.5 Faculty Cabinet

**Purpose of the Faculty Cabinet (FC)**

The Faculty Cabinet has the following responsibilities:

* To advise the President on institutional policies, programs, and practices, especially in regard to those issues of shared governance for which faculty have unique and special responsibilities
* To respond to the President on behalf of the Faculty on issues that will impact faculty’s professional lives
* To brief the President on upcoming Faculty Assembly issues
* To identify those issues coming before Faculty Assembly that need to be voted on and those issues that will be presented for informational purposes
* To hear the recommendations of the President on the agendas and issues of the various assemblies, committees, councils, and boards that constitute the University’s governance structure
* To serve the President as a sounding board on any issues for which she/he seeks counsel
* To approve the Calendar of Meetings each semester
* To review and revise the *Faculty Handbook* by August 1 of every year

**Membership of Faculty Cabinet**

The Faculty Cabinet is composed of four faculty members and the Provost/VPAA. The four faculty members are the elected chair of the Faculty Assembly, the elected chairs of the Strategic Planning, Assessment and Curriculum Integrity and the Faculty Development areas.

**Meetings of the Faculty Cabinet**

The Faculty Cabinet meets with the President at least once a month during the academic year. Members collaborate to set the monthly meeting agendas. Meetings are called to order by the President or her/his designee.

**Relevant Procedures and Policies**Minutes of the Faculty Cabinet are taken by a representative from the President or Provost’s Office and distributed to members of the Faculty Cabinet. A copy of the minutes is kept on record in the President’s Office and posted on the Faculty Assembly Website.

Unless otherwise noted, the Faculty Cabinet, Faculty Assembly, the Strategic Planning Chair, Assessment and Curriculum Integrity Chair, and Faculty Development Chair will post minutes on the Faculty Assembly Website and store minutes in the University Archive after two years in accordance with the University’s Records Retention Schedules. Other governance committees will maintain minutes—if taken—for five (5) years.

### 1.1.6 Faculty Assembly

**Purpose of Faculty Assembly (FA)**

The Faculty Assembly has the following responsibilities:

* To review all policies, procedures, and priorities put forth by the Strategic Planning Chair, Assessment and Curriculum Integrity Chair, and Faculty Development Chair, including, but not limited to, curriculum and instruction (core, major, assessment); standards informing ongoing academic excellence and integrity, and graduation; policies related to faculty rank, tenure and promotion; faculty development, evaluation, grants and sabbaticals; and intellectual property
* To amend and update the *Faculty Handbook* when recommendations—concerning the governance issues for which faculty have unique responsibility—are approved by Faculty Assembly, as well as the President and/or the Board of Trustees (if necessary)

**Membership of Faculty Assembly**The Faculty Assembly comprises all full-time faculty members. Full-time faculty members are defined as all full-time regular teaching faculty and outlined in § 2.2.1 “Regular Faculty” of the Handbook as Instructor (§ 2.2.1.1), Professor of Practice (§ 2.2.1.2), Assistant Professor (§ 2.2.1.3), Associate Professor (§ 2.2.1.4), and Professor (§ 2.2.1.5). Regular Faculty members who currently hold an administrative position are not included in the Faculty Assembly membership with the exception of: 1) those faculty who hold an administrative position and continue to fill the role of a full-time regular teaching faculty member either with or without course release time and 2) the Director of the Nursing Program.

**Leadership of Faculty Assembly**The Faculty Assembly is led by: a Chair, three Vice-Chairs (the Strategic Planning Chair, the Assessment and Curriculum Integrity Chair, and the Faculty Development Chair) who are supported by a Parliamentarian, a Webmaster and a Secretary. All positions are elected by the full faculty from a list of candidates prepared by the Nominating and Appointment Board.

Officers’ terms span three years, from June 1 to May 31. No officer may be elected to serve more than two consecutive terms in the same position. Officers’ primary responsibilities are to establish a monthly meeting agenda, to disseminate relevant information, to provide for discussion of and legislative action related to key issues and matters of faculty influence and primacy, and to finalize recommendations to be transmitted to the President and Board of Trustees.

The Chair will have the following responsibilities:

* To issue a call for items to be discussed and refer these items to the Chair of the appropriate governance body. If the item does not clearly fall within the purview of one of the governance bodies, the Faculty Assembly Chair may bring it to the Faculty Assembly
* To formally communicate in writing the recommendations and actions of the Faculty Assembly to the Provost/VPAA
* To prepare agendas for meetings of Faculty Assembly. The President and Provost/VPAA will have designated time on each Faculty Assembly agenda in a length determined to be appropriate by the Faculty Assembly Chair and Vice-Chairs.
* To conduct meetings of the Faculty Assembly in concert with *Robert’s Rules of Order*   
  (2000 or subsequent versions)
* To generate and receive proposals for discussion from Chairs of Strategic Planning, Assessment and Curriculum Integrity, and the Faculty Development areas.
* To appoint ad hoc committees as necessary in consultation with Faculty Cabinet.

The Vice-Chairs will have the following responsibilities:

* To collaborate with other officers to assist the Chair in developing upcoming agendas for Faculty Assembly meetings
* To preside at Faculty Assembly meetings with the Chair of Faculty Assembly

The Secretary will have the following responsibilities:

* To take the minutes of the Faculty Assembly meetings
* To distribute minutes of each Faculty Assembly meeting to all Assembly members prior to the next meeting
* To ensure an official record of all elections and referenda and to provide a written Summary of Actions taken by the Faculty Assembly at the end of each semester for archival purposes
* To compile and maintain a record of voting eligibility

The Webmaster will have the following responsibilities:

* To organize agendas, minutes and key documentation related to all issues discussed within Faculty Assembly for subsequent access and retrieval in future years
* To post agendas, minutes and bi-annual Summaries of Actions passed by Faculty Assembly
* To post minutes, received from committees, promptly on the Faculty Assembly website.
* To update standing committee memberships, email links, professional resources, documents for discussion, and ad hoc committee updates, as determined by the Faculty Assembly leadership team

The Parliamentarian will have the following responsibilities:

* To maintain order during Faculty Assembly meetings as per *Robert’s Rules of Order* (2000 or subsequent versions)
* To take attendance at each Faculty Assembly meeting
* To ensure quotas for quorum have been achieved, to prepare and ensure full distribution of ballots and to serve as Chief Teller.
* To advise the Chair of parliamentary procedures and points of order when necessary

If the Chair or Secretary of Faculty Assembly is unable to fulfill his/her obligations, an interim officer will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year, and the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term.

**Meetings of the Faculty Assembly**

The Faculty Assembly meets on the first Thursday of each month throughout the academic year (September-May), with changes to this date or additional meetings called by the Faculty Cabinet as needed or requested. The Chair of Faculty Assembly will convene a special meeting of the Faculty Assembly upon the requests of the President or the Provost/VPAA. A parliamentarian facilitates standing rules of conducting business, as per Robert’s Rules of Order (2000 or subsequent versions).

**Relevant Procedures and Policies**

During the first meeting of the academic year, the President provides a synopsis of the State of the University. The Chair, in consultation with the other officers of Faculty Assembly, may invite other members of the University community (*e.g.*, members of the President’s Cabinet or Program Directors) to attend meetings of the Faculty Assembly to provide information or insight related to specific agenda items.

To facilitate the work of the various governance bodies, attendance is taken at each meeting of the Faculty Assembly. When voting on issues brought to the Faculty Assembly as a result of the work of the Strategic Planning, Assessment and Curriculum Integrity, and Faculty Development areas, a quorum is constituted by two-thirds of the full‑time faculty.

The quorum excludes any faculty who are on sabbatical or other leave, or have a scheduled teaching conflict. The Secretary of Faculty Assembly must be notified by faculty who are unable to attend because of these circumstances at least one week in advance of each Faculty Assembly meeting in order to facilitate an accurate count for a quorum.

Absentee ballots are permitted only on announced motions listed on the agenda. The member will complete the ballot and submit it to the Secretary prior to the meeting. If the motion is substantially amended from that listed on the agenda, then the absentee ballot becomes invalid. *Robert’s Rules* will apply to amending the motion.

Absentee ballots are not used in the determination of a quorum. All votes taken within Faculty Assembly are written (unless otherwise noted) and subsequently documented in minutes distributed in writing to the President and Provost/VPAA, and Deans as well as posted at [www.cabrini.edu/FacultyAssembly](http://www.cabrini.edu/FacultyAssembly).

Anyone may make a motion to table an issue until the next meeting. Faculty will vote on any governance policy change, on the creation of a new program, on the elimination of an existing program, and on substantive changes to the *Faculty Handbook* that require a faculty vote.

The Faculty Cabinet clarifies what issues go before the Faculty Assembly for a vote, what goes before the Faculty Assembly for information purposes, and what does not go before the Faculty Assembly.

Responsibilities of Committee Chairs would oversee this process by:

* Oversee the evaluation of the policy (alongside committee members)
* Following discussion and consultation by the appropriate committee, make recommendations for change as necessary, and informing Faculty Assembly
* Document the evaluation cycle and/or results in Committee/Subcommittee end of the year reports

Responsibilities of Academic Affairs:

* Maintain a database of new policies and their evaluation cycle
* Remind committee chairs when policies are due for evaluation
* Provide support for the execution of the evaluation (*e.g.*, run a survey, conduct focus groups, perform data analysis)

The Provost/VPAA votes in the event of a tie vote. The President has the prerogative to ask the Faculty Assembly to reconsider an action or recommendation.

The request for reconsideration will be communicated in writing to the officers of the Assembly with compelling reasons within 60 calendar days. The President may use his or her authority to deny an action or recommendation, although the collaborative nature of the governance system should make such instances infrequent.

### 1.1.7 Organizational Chart for the System of Shared Governance in Which Faculty Have Unique and Significant Responsibilities C:\Users\cu10039\Documents\Administrative\flowchart, governance.jpg

Subcommittees have governance responsibilities. As appropriate, some subcommittees have both administrative and governance responsibilities.

Boards have administrative responsibilities. They are connected to governance bodies, because they administer policies appropriate to these bodies.

### 1.1.8. STRATEGIC PLANNING

### Strategic Planning Chair

The Strategic Planning Chair has the following responsibilities:

* To serve as one of the Vice-Chairs of Faculty Assembly and to attend all Faculty Assembly meetings
* To serve on and attend all Faculty Cabinet Meetings
* To provide oversight for the Department Chairs Committee, Technology Committee, Academic Programs Board, and Nominating and Appointment Board
* To maintain regular communication with the Chairs of the Department Chairs Committee, Technology Committee, Academic Programs Board, and Nominating and Appointment Board
* To bring forward motions to Faculty Cabinet and Faculty Assembly from Department Chairs Committee, Technology Committee, Academic Programs Board, and Nominating and Appointment Board
* To ensure that all minutes and annual reports from Department Chairs Committee and Technology Committee appear on the Faculty Assembly website

The Strategic Planning Chair shall be a full-time faculty member elected by the full faculty from list prepared by the Nominating and Appointment Board. The Chair shall serve for a three-year term; the Chair cannot serve for more than two consecutive terms. The Chair should possess demonstrated familiarity and experience with the University’s strategic planning efforts.

### 1.1.8.1 Department Chairs Committee

**Purpose of the Department Chairs Committee**

The Department Chairs Committee has the following responsibilities:

* To advance and support the University’s strategic plan
* To anticipate future developments in higher education and their impact on the University
* To identify and prioritize future opportunities within and for the University consistent with its mission
* To prepare proactively for challenges to the University
* To consider or recommend proposals for new majors and programs, referred by Academic Programs Board
* To consider or recommend the retirement of majors or programs, referred by Academic Programs Board
* To establish priorities for new pedagogical and curricular initiatives
* To delineate, as necessary, other relevant procedures and policies to be added to the *Faculty Handbook*

**Membership of the Department Chairs Committee**

As the Department Chairs Committee gives vision and structure to the University’s core academic direction, its membership consists of the following people:

* The Provost/Vice President for Academic Affairs
* The School Deans
* The Dean of Student Success and Retention
* The Assistant Dean for the Core Curriculum
* All Department Chairs (counts as governance service)

**Leadership of the Department Chairs Committee**

The Department Chairs Committeeis co-chaired by (1) the Provost/VPAA and (2) a Department Chair Co-Chair. The Department Chair Co-Chair is elected by the members of the Department Chairs Committee for a three-year term and cannot serve for more than two consecutive terms.

The Co-Chairs finalize the minutes of the Department Chair Committee and forward these to the Faculty Webmaster and the Strategic Planning Chair. The Co-Chairs will arrange for the replacement of committee members who cannot attend meetings as appropriate.

If the Department Chair Co-Chair of the Department Chair Committee is unable to fulfill his/her obligations, an Interim Co-Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term.

If the Department Chair Co-Chair fails to fulfill the stated responsibilities, then the members of Department Chairs Committee will contact the Strategic Planning Chair and the Faculty Assembly Chair and provide evidence the Department Chair Co-Chair’s failures to fulfill the role’s stated responsibilities. The Strategic Planning Chair and the Faculty Assembly Chair will mentor the Department Chair Co-Chair for one semester on ways to meet the role’s stated responsibilities. If the Department Chair Co-Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Strategic Planning Chair will be empowered, in consultation with the Provost/VPAA, to remove the Department Chair Co-Chair from the leadership of the committee.

**Meetings of the Department Chairs Committee**

The Department Chairs Committee meets at least three times each semester and will develop a meeting schedule appropriate to its workload.

The Co-Chairs will invite other faculty, staff, and/or students to attend committee meetings as needed. The Assistant to the Provost/VPAA is responsible for recording the minutes and any votes.

**Relevant Procedures and Policies**

The Academic Programs Board, Technology Committee, Nominating and Appointment Board—update the Strategic Planning Chair and reports to the co-chairs of Department Chair Committee on all decisions, recommendations, and evaluations. The Department Chairs Committee can move recommendations forward to the Faculty Assembly for either informational or voting purposes.

Before a recommendation is moved forward to Faculty Assembly, the Department Chairs Committee must endorse this recommendation through a formal vote. All members of the Department Chair Committee are voting members. An endorsement requires a majority vote when a quorum (two-thirds of the membership) is present. Those recommendations that require a Faculty Assembly vote include (but are not limited to) the retirement of majors or programs.

**1.1.8.2 Technology Committee**

**Purpose of the Technology Committee**

The Technology Committee has the following responsibilities:

* To develop technology related policies and procedures that support the University’s Strategic Plan and the priorities of the Department Chairs Committee
* To monitor the University’s use of existing technology in the areas of student learning
* To monitor and evaluate new developments in technology for student learning
* To make recommendations to Department Chairs Committee and to faculty regarding the adoption and effective utilization of new technology tools to advance student learning
* To recommend, as necessary, relevant procedures and policies to be added to the *Faculty Handbook*

**Membership of the Technology Committee**

Membership of the Technology Committee includes:

* Four full-time faculty
  + The four full-time faculty members include a representative from the School of Business and Professional Studies, a representative from the School of Education, a representative from the School of Arts and Sciences
  + The four elected faculty representatives shall be elected by the full faculty from a list of candidates presented by the Nominating and Appointment Board and shall serve three-year terms and no more than two consecutive terms
* The Director of the Library or designee
* The Director of Administrative Computing
* The Director of Instructional Technology and On-Line Learning
* A representative from the President’s Cabinet
* One student elected by the Student Government Association for a one-year term
* Additional faculty and staff (no more than two) may be appointed by the Provost/VPAA in consultation with the Chair of the Technology Committee

**Leadership of the Technology Committee**

When applicable the members of the Technology Committee will elect the Chair at the first meeting of the academic year. The Chair serves a three-year term and may serve no more than two consecutive terms. The Chair has these additional responsibilities:

* Creating and distributing an agenda to all members and to the Strategic Planning Chair at least one week prior to all meetings of the Technology Committee
* Distributing the meeting minutes and sending the approved meeting minutes to the Strategic Planning Chair and the Faculty Assembly Webmaster
* Writing an annual report at the end of each academic year and sharing that report with members of Technology Committee, the Strategic Planning Chair, and the Faculty Assembly Webmaster
* Maintaining regular communication with the Strategic Planning Chair throughout the academic year
* Sending all approved motions and other items to the Strategic Planning Chair for distribution to Faculty Cabinet and to the full faculty through Faculty Assembly

If the Technology Committee Chair is unable to fulfill the stated responsibilities, an Interim Co-Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term.

If the Technology Committee Chair fails to fulfill the stated responsibilities, then the members of Technology Committee will contact the Strategic Planning Chair and the Faculty Assembly Chair and provide evidence the Chair’s failures to fulfill the role’s stated responsibilities. The Strategic Planning Chair and the Faculty Assembly Chair will mentor the Chair for one semester on ways to meet the role’s stated responsibilities. If the Technology Committee Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Strategic Planning Chair will be empowered, in consultation with the Provost/VPAA, to remove the Technology Committee Chair from the leadership of the committee.

**Meetings of the Technology Committee**

The Technology Committee meets at least three times each semester and will develop a meeting schedule appropriate to its workload.

**Relevant Procedures and Policies**

The Technology Committee evaluates the role technology plays in student learning. Changes in the use of technology are endorsed or rejected by a majority vote of the members of the Technology Committee. This endorsement or rejection is then forwarded to the Strategic Planning Chair. The Strategic Planning Chair can then decide if the matter needs to go the Department Chairs Committee or directly to Faculty Cabinet. If the recommendation is for the proposal to move forward to the Department Chairs Committee, then a formal vote of the Department Chairs Committee is required.

**1.1.8.3 Academic Programs Board**

**Purpose of the Academic Programs Board (APB)**

The Academic Programs Board has the following responsibilities:

* To evaluate proposals for new majors, minors, concentrations, and programs, including new general-education proposals
* To provide feedback on proposals that are not endorsed
* To endorse proposals and recommend to the Department Chairs Committee the creation of new academic majors, minors, concentrations, or programs
* To review new programs added to the curriculum in a systematic way to determine that they are meeting expectations and to report results of the review to the Department Chairs Committee during one of its Fall meetings
* To review programs to ensure their consistency with the University mission and priorities
* To recommend improvement, alteration or closure of any existing major, minor, concentration, or program to the faculty and administration
* To discuss and disseminate information concerning changes made to majors, minors, concentrations or programs to the appropriate constituencies
* To supervise and support periodic and ongoing evaluations

**Membership of the Academic Programs Board**

Members of the APB includes:

* Four full-time faculty
  + The four full-time faculty members include a representative from the School of Business and Professional Studies, a representative from the School of Education, a representative from the School of Arts and Sciences.
  + The four elected faculty representatives shall be elected by the full from a list of candidates presented by the Nominating and Appointment Board and shall serve three-year terms and no more than two consecutive terms
* Three additional full-time faculty appointed by the Nominating and Appointment Board in consultation with the Provost/VPAA
  + The three appointed faculty representatives shall serve three-year terms

**Leadership of the Academic Programs Board**

When applicable, the members of APB elect the Chair at the first meeting of the academic year. The Chair serves a three-year term and cannot serve more than two consecutive terms. The Chair has the following additional responsibilities:

* Creating and distributing an agenda to all members and to the Strategic Planning Chair at least one week prior to all meetings of the Academic Programs Board
* Distributing the meeting minutes and sending the approved meeting minutes to the Strategic Planning Chair and the Faculty Assembly Webmaster
* Writing an annual report at the end of each academic year and sharing that report with members of Academic Programs Board, the Strategic Planning Chair, and the Faculty Assembly Webmaster
* Maintaining regular communication with the Strategic Planning Chair throughout the academic year
* Sending all approved motions and other items to the Strategic Planning Chair for distribution to Faculty Cabinet and to the full faculty through Faculty Assembly

If the APB Chair is unable to fulfill the stated responsibilities, an Interim Co-Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term.

If the APB Chair fails to fulfill the stated responsibilities, then the members of APB will contact the Strategic Planning Chair and the Faculty Assembly Chair and provide evidence the Chair’s failures to fulfill the role’s stated responsibilities. The Strategic Planning Chair and the Faculty Assembly Chair will mentor the Chair for one semester on ways to meet the role’s stated responsibilities. If the APB Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Strategic Planning Chair will be empowered, in consultation with the Provost/VPAA, to remove the APB Chair from the leadership of the board.

**Meetings of the Academic Programs Board**

The APB will meet at least three times a semester.

**Relevant Procedures and Policies**

New programs proposals are evaluated on their compatibility with the University’s mission, the feasibility of the program, an assessment of local competition, projected additional costs, and availability of resources. New programs are endorsed or rejected by a consensus of the members of the APB. This endorsement or rejection is then forwarded to the Department Chair Committee in the form of a memo with concerns/recommendations. If the proposal is endorsed, then a formal vote of the Department Chair Committee is required before it can move forward to Faculty Assembly. If the proposal is rejected, then the Co-chairs of the Department Chair Committee will decide the next course of action for the proposal.

For department reviews, APB will review the external reviewer’s report, the department’s own self-study, and the department’s response to the external evaluator’s report. After a consensus is reached for the program review as to its recommendations, department members are asked to attend a session at which the Academic Program Board presents a report of its findings and recommendations and elicits feedback from the department to assist in its preparation of a final report to Department Chairs Committee. The evaluation is a consensus determination of the members of the Academic Programs Board. A synopsis of this evaluation is forwarded to the Department Chairs Committee with specific recommendations.

The Co-Chairs of the Department Chairs Committee forward these recommendations to the Strategic Planning Chair, Assessment and Curriculum Integrity Chair, and the Assistant Dean of the Core Curriculum for informational purposes and to facilitate any necessary changes to the curriculum. If the evaluation recommends program closure, the proposal must move forward to the Faculty Assembly and therefore a formal vote of the Department Chairs Committee is required.

#### 1.1.8.4 Nominating and Appointment Board (NAB)

**Purpose of the Nominating and Appointment Board**

The Nominating and Appointment Board has the following responsibilities:

* To review the qualifications necessary and the demands involved in different appointed and elected committee and board positions
* To prepare a list of candidates and appointments for all vacant positions within the governance structure taking into account faculty’s rank order selection, faculty expertise, and current faculty involvement—with input from the Provost/VPAA—in order to foster equitable assignments across faculty ranks and departments
* To present the list of candidates at the September and February Faculty Assembly meetings and to prepare ballots for election in both the fall and spring semesters
* To tabulate votes and announce results of elections and the list of appointments at the November and April Faculty Assembly meetings
* To maintain records of all faculty service on all committees, subcommittees, and boards

**Membership of the Nominating and Appointment Board**Membership of the NAB includes:

* Six full-time faculty members
  + The full-time faculty members are elected by the full faculty from a list of candidates presented by the Nominating and Appointment Board
  + Members will serve three-year terms but no more than two consecutive terms

**Leadership of the Nominating and Appointment Board**When applicable, the NAB Chair is selected by the board’s members at its first meeting of the academic year. The Chair serves a three-year term and may serve no more than two consecutive terms. The Chair will arrange for the replacement of committee members who cannot attend meetings as appropriate. The Chair has the following additional responsibilities:

* Creating and distributing an agenda to all members and to the Strategic Planning Chair at least one week prior to all meetings of the Nominating and Appointments Board
* Writing an annual report at the end of each academic year and sharing that report with members of Nominating and Appointments Board, the Strategic Planning Chair, and the Faculty Assembly Webmaster
* Maintaining regular communication with the Strategic Planning Chair throughout the academic year
* Sending relevant items to the Strategic Planning Chair for distribution to Faculty Cabinet and to the full faculty through Faculty Assembly

If the NAB Chair is unable to fulfill the stated responsibilities, an Interim Co-Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term.

If the NAB Chair fails to fulfill the stated responsibilities, then the members of NAB will contact the Strategic Planning Chair and the Faculty Assembly Chair and provide evidence the Chair’s failures to fulfill the role’s stated responsibilities. The Strategic Planning Chair and the Faculty Assembly Chair will mentor the Chair for one semester on ways to meet the role’s stated responsibilities. If the NAB Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Strategic Planning Chair will be empowered, in consultation with the Provost/VPAA, to remove the NAB Chair from the leadership of the board.

**Meetings of the Nominating and Appointment Board**

The NAB meets at least once a semester and as needed at the end of the fall semester and beginning of the spring semester to meet the election and appointment deadlines identified below.

**Relevant Procedures and Policies of the Nominating and Appointment Board**

The NAB staggers membership for committees and boards in order to establish continuity on each administrative and governing body. The NAB will over time rotate representatives among all departments so that there is an equitable distribution of service among the faculty.

Elected positions are voted on from a list of candidates prepared by the NAB from all regular full-time faculty. In January of each year, the NAB sends out a Call for Involvement to each regular faculty member. Faculty will be instructed to order their preferences for service within the governance structure. The NAB works to facilitate effective functioning of all governance bodies; therefore, faculty’s preferences will be seriously considered but are not guaranteed.

The NAB reserves the right to use its collective discretion when preparing election ballots and appointments. As part of the election process, calls for nominations are open for a one-week period. Nominated faculty members are expected to confirm their nomination upon request of the NAB chair. Only confirmed nominations will be on the ballot. Nominees who run uncontested for any given position will be awarded the position without requiring a formal election. Nominations and elections are done electronically and are held until all positions are filled.

To contest voting results, faculty must submit a formal written request to the NAB chair within one week of the result announcement. The NAB chair will acknowledge the request, immediately convene a meeting of the NAB, and take further action and respond within two weeks, if needed. In the event a faculty member needs to relinquish him/herself from a governance position, he/she must write a formal letter to the NAB stating the request for removal citing reasons by August 1. If special circumstances arise during the academic year, the NAB will consult with the Provost/VPAA. A final decision is made in consultation with the NAB and the Provost/VPAA.

Faculty may hold only one elected position (exceptions: PTB and FGC members can serve on an additional elected position). Faculty can only run for one position per ballot (exception: PTB and FGC). Faculty can run for an upper tier elected position and vacate a lower tier elected position. If they hold an appointed position and want to run for an elected position, they can choose to hold one elected and one appointed position.

At the February meeting of the Faculty Assembly, the NAB presents its list of candidates for election in March. In March, elections are held and then the list of appointments for subcommittee and board positions is presented to the Faculty Assembly at its April meeting.

If a faculty member on a governance body is unable to fulfill his/her obligations, an interim replacement will be appointed by the Nominating and Appointment Board in the vacated position in consultation with the Provost/VPAA. The appointee will continue to serve until the original member returns and resumes serving out the term (duration of position).  If the original member is not expected to complete the term, the interim appointment will serve until the next regular election is held or permanent appointment can be made beginning a new term.

## 1.1.9 assessment and Curriculum Integrity

**Assessment and Curriculum Integrity Chair**

The Assessment and Curriculum Integrity Chair has the following responsibilities:

* To serve as one of the Vice-Chairs of Faculty Assembly and to attend all Faculty Assembly meetings
* To serve on and attend all Faculty Cabinet Meetings
* To provide oversight for the Undergraduate Assessment and Curriculum Committee, Graduate Assessment and Curriculum Committee, and Academic Honesty/Student Grievance Board
* To maintain regular communication with the Chairs of the Undergraduate Assessment and Curriculum Committee, Graduate Assessment and Curriculum Committee, and Academic Honesty/Student Grievance Board
* To bring forward motions to Faculty Cabinet and Faculty Assembly from Undergraduate Assessment and Curriculum Committee, Graduate Assessment and Curriculum Committee, and Academic Honesty/Student Grievance Board
* To ensure that all minutes and annual reports from Undergraduate Assessment and Curriculum Committee and Graduate Assessment and Curriculum appear on the Faculty Assembly website
* To ensure that all relevant information—new approved courses for the core curriculum, changes in major/minor requirements, changes in academic policies—are communicated to the Registrar’s Office

The Assessment and Curriculum Integrity Chair shall be a full-time faculty member elected by the full faculty from list prepared by the Nominating and Appointment Board. The Chair shall serve for a three-year term; the Chair cannot serve for more than two consecutive terms. The Chair must possess demonstrated familiarity and experience with the assessment of the core curriculum as well as with the whole undergraduate core curriculum and will play an important role in the planning for the regular Middle States reviews and site visits.

**1.1.9.1 Undergraduate Assessment and Curriculum Committee (UACC)**

**The UACC has the following general responsibilities:**

* + - * To develop policies and procedures that support the University’s Strategic Plan and the priorities of the Department Chair Committee
      * To establish policies for Academic Excellence and Integrity (administered by Academic Honesty/Student Grievance Board)
      * To establish standards for graduation (administered by Department Chairs and Academic Affairs)
      * To disseminate information concerning Assessment and Undergraduate Curriculum changes to the appropriate constituencies
      * To collaborate with different offices and officers—the Office of Institutional Research, Academic Affairs, Admissions, Department Chairs, the Assistant Dean of the Core Curriculum, and the Office of Student Life—on assessment as well as curricular, co-curricular, and non-curricular activities and initiatives that promote student learning and development
      * To delineate, as necessary, relevant procedures and policies to be added to the *Faculty Handbook*

**The UACC has the following responsibilities in regards to Assessment:**

* + - * + To determine measurable learning outcomes for core curriculum courses
        + To review and select measurement tools from outside providers and create its own measurement instruments and analytic systems
        + To collaborate with the Office of Institutional Research on core assessment, curricular assessment, co-curricular assessment, and non-curricular assessment
        + To collaborate with those involved in the assessment of the core curriculum in the administration of assessment tools, analysis of data gathered from annual assessment cycles, monitoring of learning outcomes in core curriculum courses, and establishing benchmarks for meeting those learning outcomes
        + To take a leading role in preparing for and in aiding other constituencies in preparing for the regular Middle States’ site visits and self-studies

**The UACC has the following responsibilities in regards to Undergraduate Curriculum:**

* + - * + To review, evaluate, and recommend proposed changes to major requirements, general education requirements, academic policies, and academic procedures as they relate to student needs and department perspectives
        + To receive proposals and recommendations from the Student Government Association and from other constituencies in regards to major requirements, general education requirements, academic policies, and academic procedures
        + To collaborate with those charged with oversight of the core curriculum, including the Assistant Dean of the Core Curriculum, on the proposal and design of new curricular structures, requirements, and student learning outcomes
        + To review and evaluate proposals for new courses in the core curriculum using the standards outlined on the New Core Course Application Form
        + To stimulate interdisciplinary interests

**Membership of the UACC:**

The voting membership of UACC shall include:

* Five full-time faculty members
  + The five full-time faculty members include a representative from the School of Business and Professional Studies, a representative from the School of Education, a representative from the School of Arts and Sciences, and one at-large member
  + All faculty representatives are elected by the full faculty from a list prepared by the Nominating and Appointment Board
* The Assistant Dean of the Core Curriculum
* Two Undergraduate Students Chosen by the Student Government Association
* The Director of the Library or Designee

The *ex-officio* members of UACC shall include:

* The Associate Provost for Academic Affairs (formerly Assistant Provost, IRE)
* The Data Manager for Institutional Research and Effectiveness
* The Dean for Student Success and Retention or Designee
* A Representative from the Office of Student Life

The full-time faculty elected to the UACC shall serve for three-year terms and shall not serve for more than two consecutive terms. All other members of the UACC serve for one-year renewable terms.

**Chair and Leadership of the UACC:**

When applicable, the members of the UACC will elect the Chair at the first meeting of the academic year. The Chair shall serve for a three-year term and shall not serve for more than two consecutive terms. The Chair shall have the following responsibilities:

* Creating and distributing an agenda to all members and to the Assessment and Curriculum Integrity Chair at least one week prior to all meetings of the UACC
* Distributing the meeting minutes and sending the approved meeting minutes to the Assessment and Curriculum Integrity Chair and the Faculty Assembly Webmaster
* Writing an annual report at the end of each academic year and sharing that report with members of the UACC, the Assessment and Curriculum Integrity Chair, and the Faculty Assembly Webmaster
* Communicating with the Assessment and Curriculum Integrity Chair at least once per month and as needed throughout the academic year
* Sending all approved motions and other items to the Assessment and Curriculum Integrity Chair for distribution to Faculty Cabinet and to the full faculty through Faculty Assembly
* Sending the New Core Course Application to all faculty at the start of the fall and spring semesters
* Gathering the completed New Core Course Applications and distributing the Applications to all members of the UACC prior to the meetings
* Informing the Registrar about new courses approved for the core curriculum
* Collaborating with the Assistant Dean of the Core Curriculum, the Core Coordinators, the Data Manager for Institutional Research and Effectiveness, and others involved in the Assessment of the core curriculum

If the Chair is unable to fulfill the stated responsibilities, an Interim Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term.

If the Chair fails to fulfill the stated responsibilities, then the members of UACC will contact the Assessment and Curriculum Integrity Chair and the Faculty Assembly Chair and provide evidence the UACC Chair’s failures to fulfill the role’s stated responsibilities. The Assessment and Curriculum Integrity Chair and the Faculty Assembly Chair will mentor the UACC Chair for one semester on ways to meet the role’s stated responsibilities. If the UACC Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Assessment and Curriculum Chair will be empowered, in consultation with the Provost/VPAA, to remove the UACC Chair from the leadership of the committee.

**Relevant Policies and Procedures of the UACC:**

The UACC will meet at least three times per semester. The Chair will arrange for a member to take the minutes prior to or at the start of each meeting. A quorum of two-thirds of voting members is required for voting purposes. Before a recommendation is moved forward to Faculty Assembly, the members of UACC must endorse this recommendation through a formal vote. An endorsement requires a majority vote when a quorum is present. Those recommendations/motions that require a Faculty Assembly vote include, but are not limited to—changes in University-wide requirements, changes to major and minor requirements that result in a change in credit requirements, changes in Learning Outcomes to core curriculum areas, changes in the number of required credits in the core curriculum, and changes in graduation requirements.

**1.1.9.2 Graduate Assessment and Curriculum Committee (GACC)**

**Graduate Assessment and Curriculum Committee has the following responsibilities:**

* + - * + To develop policies and procedures that support the University’s Strategic Plan and the priorities of the Department Chair Committee
        + To review, evaluate, and recommend changes in the curricula of all existing graduate programs
        + To systematically review, discuss and provide feedback on graduate program assessment of student Learning Outcomes
        + To review, evaluate, and recommend changes in graduate admission policies
        + To review, advise, and recommend changes in academic policies and procedures as they impact graduate students, faculty, and programs
        + To review, evaluate, and recommend changes in resource support for graduate programs
        + To disseminate information concerning graduate programs to the appropriate constituencies
        + To delineate, as necessary, relevant procedures and policies to be added to the *Faculty Handbook*

**Membership of the GACC:**

The voting membership of the GACC shall include:

* + Five full-time faculty members
    - The five full-time faculty members include a representative from the School of Business and Professional Studies, a representative from the School of Education, a representative from the School of Arts and Sciences, a representative from the School of Arts and Sciences, and one at-large member elected by the full faculty from a list prepared by the Nominating and Appointment Board
    - The four full-time faculty school representatives should be Program Coordinators or Department Chairs who provide oversight of a graduate program.
    - The at-large faculty representative should be a Program Coordinator or Department Chair from a graduate program not represented in the rest of the GACC’s elected membership
  + The Library Director or Designee
  + One Graduate Student
* The Associate Provost for Academic Affairs (formerly Assistant Provost, IRE)
* The Registrar or Designee
* A Representative from the Graduate Admissions Office

The full-time faculty elected to GACC shall serve for three-year terms and shall not serve for more than two consecutive terms. All other members of GACC serve for one-year renewable terms.

**Chair and Leadership of the GACC**

When applicable, the members of the GACC will elect the Chair at the first meeting of the academic year. The Chair shall serve for a three-year term and shall not serve for more than two consecutive terms. The Chair shall have the following responsibilities:

* Creating and distributing an agenda to all members and to the Assessment and Curriculum Integrity Chair at least one week prior to all meetings of the GACC
* Distributing the meeting minutes and sending the approved meeting minutes to the Assessment and Curriculum Integrity Chair and the Faculty Assembly Webmaster
* Writing an annual report at the end of each academic year and sharing that report with members of the GACC, the Assessment and Curriculum Integrity Chair, and the Faculty Assembly Webmaster
* Communicating with the Assessment and Curriculum Integrity Chair at least once a month and as needed throughout the academic year
* Sending all approved motions and other items to the Assessment and Curriculum Integrity Chair for distribution to Faculty Cabinet and to the full faculty through Faculty Assembly
* Collaborating with those involved in the assessment and development of graduate curriculum

If the Chair is unable to fulfill the stated responsibilities, an Interim Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term. If the Chair fails to fulfill the stated responsibilities, then the members of GACC will contact the Assessment and Curriculum Integrity Chair and the Faculty Assembly Chair and provide evidence the GACC Chair’s failures to fulfill the role’s stated responsibilities. The Assessment and Curriculum Integrity Chair and the Faculty Assembly Chair will mentor the GACC Chair for one semester on ways to meet the role’s stated responsibilities. If the GACC Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Assessment and Curriculum Chair will be empowered, in consultation with the Provost/VPAA, to remove the GACC Chair from the leadership of the committee.

**Relevant Policies and Procedures of the GACC:**

The GACC will meet at least once per month during the academic year. The Chair will arrange for a member to take the minutes prior to or at the start of each meeting. A quorum of two-thirds of voting members is required for voting purposes. Before a recommendation is moved forward to the Assessment and Curriculum Integrity Chair, the members of the GACC must endorse this recommendation through a formal vote. An endorsement requires a majority vote when a quorum is present. Those recommendations/motions that require a Faculty Assembly vote include, but are not limited to—changes in University-wide requirements, changes to major requirements that result in a change in credit requirements, changes in standards for graduate programs, and changes in graduation requirements.

**1.1.9.3 Academic Honesty/Student Grievance Board**

**The Board has the following responsibilities in regards to the University’s Academic Honesty Policies and Procedures:**

* + - * + To hear and decide all student appeals of academic dishonesty charges based on the preponderance of evidence
        + To consider imposing additional penalties beyond the faculty member’s penalty, including suspension or expulsion in instances of serious violations or multiple violations
        + To delineate, as necessary, relevant procedures and policies to be added to the *Faculty Handbook*

**The Board has the following responsibilities in regards to the University’s Student Grievance Policies and Procedures:**

* To review student grievances against a faculty member if all other options have been exhausted and the Dean of Retention and Student Success determines that a grievable situation has occurred
* To recommend to the School Dean appropriate actions
* To delineate, as necessary, relevant procedures and policies be added to the *Faculty Handbook*

**Membership and Recusal Policies of the Academic Honesty/Student Grievance Board:**

Members of the Academic Honesty/Student Grievance Board shall include:

* A Chair appointed by the Provost/VPAA
  + The Chair shall serve a three-year term and shall not serve more than two consecutive terms.
* Five full-time faculty elected by the full-faculty from a list presented by the Nominating and Appointment Board
  + At least one full-time faculty member’s primary responsibilities must involve teaching in one of the University’s graduate programs and/or serving as a Program Coordinator for a graduate program
  + The faculty shall serve for three-year terms and shall not serve more than two consecutive terms
* Four undergraduate students chosen by the Student Government Association
  + All students are chosen annually and can serve for more than one year
* One graduate student
  + The graduate student is chosen annually and can serve for more than one year
* The Dean for Retention and Student Success (*ex-officio*)

The recusal policies of the Academic Honesty/Student Grievance Board are as follows:

* Faculty members, including the chair, must recuse themselves when one of their cases comes before the Board
* Students must recuse themselves if they are involved in cases coming before the Board
* The Dean for Retention and Student Success must recuse themselves when one of their cases comes before the Board

**Chair and Leadership of the Academic Honesty/Student Grievance Board:**

The Chair of the Academic Honesty/Student Grievance Board has the following responsibilities:

* Creating and distributing an agenda for all meetings
* Collaborating with the Dean for Retention and Student Success when the Board needs to convene for a hearing
* Gathering materials from the Dean for Retention and Student Success and distributing the materials to the members on the day of all hearings
* Arranging for replacement members when members need to recuse themselves
* Presiding over all hearings
* Facilitating discussions among members over charges brought forward in hearings
* Voting in instances of tie votes between the faculty and student members
* Meeting with the Curriculum Integrity Chair at least once per month during the academic year
* Communicating to students and faculty the outcome of hearings and, if necessary, the imposition of additional penalties by the Board
* In response to extraordinary violations of the Academic Honesty Policy, sending the Board’s recommendation for suspension and/or dismissal to the Provost/VPAA
* In response to decisions regarding Student Grievances against faculty, sending the Board’s decision to the appropriate School Dean
* Destroying all additional copies of academic honesty violations after all hearings
* Ensuring that the Dean for Retention and Student Success retains at least one copy of the materials related to violations of the Academic Honesty Policy when the Board upholds charges

If the Chair is unable to fulfill the stated responsibilities, an Interim Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term. If the Chair fails to fulfill the stated responsibilities, then the members of the Board will contact the Assessment and Curriculum Integrity Chair and the Faculty Assembly Chair and provide evidence the Chair’s failures to fulfill the role’s stated responsibilities. The Assessment and Curriculum Integrity Chair and the Faculty Assembly Chair will mentor the Chair for one semester on ways to meet the role’s stated responsibilities. If the Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Assessment and Curriculum Chair will be empowered, in consultation with the Provost/VPAA, to remove the Board’s Chair from the leadership of the board.

**Relevant Policies and Procedures in Regards to Academic Honesty**

When the Board convenes to hear a case, an equal number of faculty and students must be present, with no fewer than three faculty and three students. In cases involving a hearing of a student from a graduate program, the graduate student representative from the respective program must be present. The decision to uphold a violation charge and impose possible additional University-level penalties is based on a consensus of attending members. A full description of the Academic Honesty Policy is available in the Undergraduate and Graduate *Catalogs.* Recommendations regarding changes to the *Catalogs* or *Faculty Handbook* are endorses or rejected by a consensus of the Board’s members. Approved recommendations are forwarded by the Chair to the Assessment and Curriculum integrity Chair.

**Relevant Policies and Procedures in Regards to Student Grievances:**

If a student has an academic grievance with a faculty member, the student should follow this procedure:

* No later than six weeks following the end of the semester (but preferably as soon as possible after the issue arises), discuss the grievance with the faculty member directly involved and attempt to settle the issue.
* If resolution is not achieved, the student should, within a two-week period following the initial discussion with the faculty member, take the grievance to the department chair. The chair, faculty member, and student will then collectively attempt to resolve the problem.
* If the matter is still unresolved, the chair will then direct the student to the Dean for Retention and Student Success. Then the Dean will, within the next two weeks, meet with the student. The student should have his/her case well organized and supply written information documenting and substantiating the grievance. The Dean will then determine if the issue is grievable. To determine if an issue is grievable, a student must present sufficient evidence that an inappropriate grade was assigned or that the student’s academic record or reputation was otherwise unfairly affected.
* If the matter is not deemed grievable, the Dean will inform all parties. This decision is final

### 1.1.10 FACULTY DEVELOPMENT

**Faculty Development Chair**

The Faculty Development Chair has the following responsibilities:

* To serve as one of the Vice-Chairs of Faculty Assembly and to attend all Faculty Assembly meetings
* To serve on and attend all Faculty Cabinet Meetings
* To provide oversight for the Faculty Development & Events Committee, Faculty Professional Topics Committee and the Promotion and Tenure Board
* To maintain regular communication with the Chairs of the Faculty Development & Events Committee, Faculty Professional Topics Committee and the Promotion and Tenure Board
* To bring forward motions to Faculty Cabinet and Faculty Assembly from Faculty Development & Events Committee, Faculty Professional Topics Committee and the Promotion and Tenure Board
* To ensure that all minutes and annual reports from Faculty Development & Events Committee and Faculty Professional Topics Committee appear on the Faculty Assembly website

The Faculty Development Chair shall be a full-time faculty member elected by the full faculty from list prepared by the Nominating and Appointment Board. The Chair shall serve for a three-year term; the Chair cannot serve for more than two consecutive terms. The Chair must possess demonstrated familiarity and experience with Faculty Development issues.

### 1.1.10.1 Faculty Development and Events Committee (FDEC)

**Purpose of Faculty Development and Events Committee (FDEC)**

The FDEC has the following responsibilities:

* To update the Faculty Development Chair at least once per month and as needed throughout the academic year about faculty development workshops, the Academic Research Symposia, Faculty Forums, Spring Research Celebration, and Cabrini Day events
* To plan and implement faculty development workshops throughout the year and to make recommendations to the Faculty Assembly and the Office of Academic Affairs for workshops on the teaching/learning process
* To organize the Academic Research Symposium annually
* To organize Faculty Forums where grant recipients present work supported through University-supported faculty grants
* To organize the Spring Research Celebration annually
* To assign full-time faculty mentors to new full-time faculty
* To disseminate information concerning faculty development opportunities to appropriate constituencies

**Membership of Faculty Development and Events Committee**

The permanent voting membership of FDEC includes:

* Five full-time faculty members
  + The five full-time faculty members include a representative from the School of Business and Professional Studies, a representative from the School of Education, a representative from the School of Arts and Sciences, and one at-large member
  + All faculty representatives on FDEC are elected by the full faculty from a list prepared by the Nominating and Appointment Board
  + All elected faculty representatives on FDEC serve for three-year terms and may not serve more than two consecutive terms

The following includes a list of people who may join the FDEC on an ad-hoc basis:

* One of the Chairs of the annual Undergraduate Arts, Research, and Scholarship Symposium
* One of the Chairs of the Cabrini Day Committee
* The Dean for Retention and Student Success or Designee

**Leadership of the Faculty Development and Events Committee**

When applicable, the members of FDEC elect the Chair at the first meeting of the academic year. The Chair serves a three-year term and may serve no more than two consecutive terms. The Chair has these additional responsibilities:

* Creating and distributing an agenda to all members and to the Faculty Development Chair at least one week prior to all meetings of FDEC
* Distributing the meeting minutes and sending the approved meeting minutes to the Faculty Development Chair and the Faculty Assembly Webmaster
* Writing an annual report at the end of each academic year and sharing that report with members of FDEC, the Faculty Development Chair, and the Faculty Assembly Webmaster
* Maintaining regular communication with the Faculty Development Chair throughout the academic year
* Sending all approved motions and other items to the Faculty Development Chair for distribution to Faculty Cabinet and to the full faculty through Faculty Assembly

If the Chair of the FDEC is unable to the stated responsibilities, an Interim Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term. If the Chair fails to fulfill the stated responsibilities, then the members of FDEC will contact the Faculty Development Chair and the Faculty Assembly Chair and provide evidence the FDEC Chair’s failures to fulfill the role’s stated responsibilities. The Faculty Development Chair and the Faculty Assembly Chair will mentor the FEDC Chair for one semester on ways to meet the role’s stated responsibilities. If the FDEC Chair does not respond to the mentorship and fails to fulfill the role’s responsibilities, then the Faculty Assembly Chair and the Faculty Development Chair will be empowered, in consultation with the Provost/VPAA, to remove the FDEC Chair from the leadership of the committee.

**Meetings of Faculty Development and Events Committee**The FDEC will meet once per month. A Faculty Administrative Support staff member from one of the Schools will be assigned by the Provost/VPAA to be responsible for recording the minutes and any votes.

**Relevant Procedures and Policies**

The FDEC updates the Faculty Development Chair on all decisions, recommendations, and reports. The Faculty Development Chair can move recommendations forward to the Faculty Assembly for either informational or voting purposes. Before a recommendation is moved forward to Faculty Assembly by the Faculty Development Chair, the voting FDEC committee must endorse this recommendation through a formal vote. An endorsement requires a majority vote when a quorum (two-thirds of the membership) is present. Those recommendations that require a Faculty Assembly vote include (but are not limited to): changes to policies for promotion, rank, tenure, workload, and faculty evaluations.

#### 1.1.10.2 Faculty Professional Topics Committee

**Purpose of the Faculty Professional Topics Committee**

The Faculty Professional Topics Committee has the following responsibilities:

* To recommend policies for promotion, rank and tenure (administered by Promotion and Tenure Board)
* To define criteria for full-time faculty workload to ensure equity among faculty teaching undergraduate, graduate, and research-based curricula and recommend policies to ensure University-wide implementation
* To recommend full-time faculty workloads that support strategic priorities to the Provost/VPAA
* To recommend policies for evaluation of faculty and department chairs
* To select or design and implement reliable and valid evaluation instruments for evaluating faculty teaching and advising and department chair administrative responsibilities.
* To establish criteria for eligibility for University-sponsored faculty development grants;
* To work with appropriate administrators to identify possible grant proposals and disseminate information to appropriate department chairs or University committees;
* To seek ways to increase available funding for University-supported faculty grants;
* To solicit grant applications from full-time faculty for qualifying summer projects with priority being given to first-time applicants, to applicants who did not receive grants the previous year, and to initiatives supporting the strategic priorities of the University;
* To recommend criteria for sabbaticals that support the University’s strategic priorities, disseminate this information to eligible faculty, and recommend qualifying applications to the Provost/VPAA;
* To update the Faculty Development Chair as needed to discuss proposed changes to policies affecting promotion, rank, tenure, faculty evaluation, grants and sabbaticals;
* To review and investigate compensation-related issues impacting full-time faculty, part-time faculty, and the University.

**Membership of the Faculty Professional Topics Committee**

Membership of the Faculty Professional Topic Committee includes:

* At least one faculty member at each rank—Assistant Professor, Associate Professor, and Full Professor
* Four full-time faculty members
  + Those four full-time faculty members includes include a representative from the School of Business and Professional Studies, a representative from the School of Education, a representative from the School of Arts and Sciences.
  + Those members are elected by the full faculty from a list prepared by the Nominating and Appointment Board for three-year terms
  + Elected faculty cannot serve for more than two consecutive terms.
* The Director of Grants and Foundation Relations may attend meeting on an ad hoc basis

**Leadership of the Faculty Professional Topics Committee**

When applicable, the members of the Faculty Professional Topics Committee elect the Chair at the first meeting of the academic year. The Chair serves a three-year term and may serve no more than two consecutive terms. The Chair will arrange for the replacement of committee member who cannot attend meetings as appropriate. The Chair has these additional responsibilities:

* Creating and distributing an agenda to all members and to the Faculty Development Chair at least one week prior to all meetings of Faculty Professional Topics
* Distributing the meeting minutes and sending the approved meeting minutes to the Faculty Development Chair and the Faculty Assembly Webmaster
* Writing an annual report at the end of each academic year and sharing that report with members of Faculty Professional Topics, the Faculty Development Chair, and the Faculty Assembly Webmaster
* Maintaining regular communication with the Faculty Development Chair throughout the academic year
* Sending all approved motions and other items to the Faculty Development Chair for distribution to Faculty Cabinet and to the full faculty through Faculty Assembly

If the Chair of Faculty Professional Topics is unable to the stated responsibilities, an Interim Chair will be appointed by the Nominating and Appointment Board to serve in the vacated office through the end of the academic year when the Nominating and Appointment Board will hold an election to fill the remainder of the unexpired term.

If the Chair of Faculty Professional Topics fails to fulfill the stated responsibilities, then the members of Faculty Professional Topics will contact the Faculty Development Chair and the Faculty Assembly Chair and provide evidence the Faculty Professional Topics Chair’s failures to fulfill the role’s stated responsibilities. The Faculty Development Chair and the Faculty Assembly Chair will mentor the Faculty Professional Topics Chair for one semester on ways to meet the role’s stated responsibilities. If the Faculty Professional Topics Chair Faculty Development Chair will be empowered, in consultation with the Provost/VPAA, to remove the Faculty Professional Topics Chair from the leadership of the committee.

**Meetings of the Faculty Professional Topics Committee**

The Faculty Professional Topics Committee meets at least once a month during the academic year.

**Relevant Procedures and Policies**

Faculty evaluation recommendations are endorsed or rejected by a consensus determination of the Faculty Professional Topics Committee. Recommendations are forwarded to the Faculty Development Chair. If the recommendations must move to the Faculty Assembly, then a formal vote of the Faculty Professional Topics Committee is required.

#### 1.1.10.4 Promotion and Tenure Board (PTB)

**Purpose of the Promotion and Tenure Board**

The Promotion and Tenure Board has the following responsibilities

* To maintain professional and academic standards through a system of peer review;
* To work with the Provost/VPAA to supervise the review process at the third-year review, tenure/rolling contract, and promotion;
* To review materials submitted by faculty for third-year review, tenure/rolling contract, or promotion;
* To review periodically the criteria endorsed by Faculty Assembly for tenure/rolling contract, promotion, and third-year review and recommend changes to the Faculty Professional Topics committee of Faculty Development. Criteria for tenure/rolling contract, promotion, and third-year review decisions are found in Section 2.5.0 of the Faculty Handbook.
* To submit recommendations for third-year review and tenure/rolling contract and promotion to the President.

**Membership of the Promotion and Tenure Board**

Membership of the Promotion and Tenure Board includes:

* Nine full-time tenured faculty
  + Four Full Members include a representative from the School of Business and Professional Studies, a representative from the School of Education, a representative from the School of Arts and Sciences.
    - Two Full Members must hold of the rank of Full Professor
  + Four Alternate Members include a representative from the School of Business and Professional Studies a representative from the School of Education, a representative from the School of Arts and Sciences.
    - Two Alternate Members must hold the rank of Full Professor
  + One At-Large Member
  + No two Members can be from the same academic department
  + All Members are elected by the full faculty from a list prepared by the Nominating and Appointment Board and serve for three-year terms
  + All Members cannot serve for more than two consecutive terms
* The Provost/VPAA appears as a guest when needed

Additional guidelines for the members of the Promotion and Tenure Board:

* In cases where a candidate is standing for promotion to Full Professor, two of the Members reviewing the case must be Full Professors
* Alternate Members will become Full Members when individual Members or Members of the Promotion and Tenure Board determine there is a personal or academic conflict of interest in cases involving a Third-Year Review, a Tenure/Rolling Contract Review, or Promotion to Full Professor Review
  + Personal or academic conflicts of interest include, but are not limited to—cases involving a candidate from a Member’s department; cases involving a candidate whom a Member has reviewed
  + When recusals happen, Members must recuse themselves from any discussion, deliberation, or vote regarding the candidate with whom there is a personal or academic conflict of interest

**Leadership of the Promotion and Tenure Board**

At the first meeting of the spring semester, the full Board members must elect co-chairs for the upcoming academic year. The co-chairs serve one-year terms and run all meetings of the Promotion and Tenure Board, including the independent meetings held to review the candidates’ portfolios. The co-chairs are responsible for sharing the duties assigned to the Chair of the Promotion and Tenure Board (PTB) in the Faculty Handbook.

The Chair is responsible for submitting the recommendation of the Promotion and Tenure Board to the President with a copy to the Provost/VPAA and for joining the Provost/VPAA in the face-to-face review of third-year faculty and in the tenure/rolling contract recommendations to the Educational Quality Committee of the Board of Trustees.

The Chair has other unique responsibilities that are fully delineated in Section 2.5.0. The Chair will arrange for the replacement of committee members who cannot attend meetings as appropriate.

**Meetings of the Promotion and Tenure Board**

At the discretion of the Chair, the Promotion and Tenure Board meets monthly and more frequently in October and November to review candidates for promotion and tenure/rolling contract, and in February and March to review third-year review candidates.

The Promotion and Tenure Board and the Provost/VPAA hold an orientation meeting in September of each year, meet again on or before Nov. 15 to share their independent findings on tenure/rolling contract and promotion candidates, and hold a closing session before May 1 to discuss third-year reviews and the joint letter. When deemed beneficial to the Promotion and Tenure Board’s deliberations, the Chair of the Promotion and Tenure Board invites the Provost/VPAA to attend additional meetings.

**Relevant Procedures and Policies**

Any recommendations regarding tenure/rolling contract and promotion criteria and policies and procedures regarding third-year reviews, tenure/rolling-contract reviews, and promotion reviews are endorsed or rejected by a consensus determination of the Promotion and Tenure Board.

Recommendations are forwarded to the Chair of the Faculty Development Committee. If the recommendation must move to the Faculty Assembly, then a formal vote of the Faculty Development Committee is required.

A full description of the Promotion and Tenure/Rolling Contract policy is available in Section 3.5.0.

**Amendment Procedure**This faculty governance model may be amended at any meeting of the Faculty Assembly if the amendment proposed has moved through the appropriate governance bodies and if it receives a majority vote of the full-time faculty.

The President determines which amendments require the approval of the Board before becoming effective. Any substantive changes to the *Faculty* *Handbook* must be forwarded through the President to the Board of Trustees for approval.

# CHAPTER 2 – FACULTY PERSONNEL POLICIES

## 2.0.0 Introduction

The academic reputation and accomplishments of Cabrini University depend on the institution's ability to attract and retain well-qualified faculty members who embrace the mission and goals of the University.

In its commitment to excellence, Cabrini University is dedicated to promoting and supporting an academic climate in which faculty can engage in teaching, research and other scholarly work, as well as outreach and service to the community. This section of the *Faculty Handbook* provides criteria, policies and procedures that govern the conduct and relationship of the University and full-time faculty members, toward each other and toward the greater community served, from initial faculty appointments, through the granting of academic tenure/rolling contract and promotions, to final separation from the University.

## 2.1.0 Academic PRINCIPLES AND COMMITMENTS

### 2.1.1 Academic Freedom

The Faculty and Administration of Cabrini University support the 1940 *Statement of Principles on* *Academic Freedom and Tenure* published by the American Association of University Professors (AAUP) and quoted from below:

"The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to ensure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

1. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter that has no relation to their subject.Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.
3. University and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution."

See <http://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>, including 1970 Comments.

### 2.1.2 Professional Ethics

The Faculty and Administration of Cabrini University also support and adhere to the principles articulated in the AAUP's *Statement on Professional* *Ethics* as quoted below:

“From its inception, the American Association of University Professors has recognized that membership in the academic profession carries with it special responsibilities. The Association has consistently affirmed these responsibilities in major policy statements, providing guidance to professors in such matters as their utterances as citizens, the exercise of their responsibilities to students and colleagues, and their conduct when resigning from an institution or when undertaking sponsored research. The *Statement on Professional Ethics* that follows sets forth those general standards that serve as a reminder of the variety of responsibilities assumed by all members of the profession.

In the enforcement of ethical standards, the academic profession differs from those of law and medicine, whose associations act to ensure the integrity of members engaged in private practice. In the academic profession, the individual institution of higher learning provides this assurance and so should normally handle questions concerning propriety of conduct within its own framework by reference to a faculty group.

The Association supports such local action and stands ready, through the general secretary and the Committee on Professional Ethics, to counsel with members of the academic community concerning questions of professional ethics and to inquire into complaints when local consideration is impossible or inappropriate. If the alleged offense is deemed sufficiently serious to raise the possibility of adverse action, the procedures should be in accordance with the 1940 [*Statement of Principles on Academic Freedom and Tenure*](http://www.aaup.org/statements/Redbook/1940stat.htm), the 1958 [*Statement on Procedural Standards in Faculty Dismissal Proceedings*](http://www.aaup.org/statements/Redbook/Rbfacdis.htm), or the applicable provisions of the Association’s [*Recommended Institutional Regulations on Academic Freedom and Tenure*](http://www.aaup.org/statements/Redbook/Rbrir.htm).

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.
3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their University or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.”

See <http://www.aaup.org/report/statement-professional-ethics>.

### 2.1.3 Academic Honesty Policy of Cabrini University

The principal objective of the Cabrini University Academic Honesty Policy is to encourage a dynamic, open, and honest intellectual climate based on the personal and academic integrity of all its members. The faculty are expected to endorse and support the University's Academic Honesty policy, set forth at <https://www.cabrini.edu/about/departments/academic-affairs/academic-honesty/violations-and-penalties>. It is also a duty and responsibility of all faculty members to understand the policy and to educate their students about its importance and how the policy will be enforced in their classrooms.

## 2.2.0 CATEGORIES of Faculty Appointments

### 2.2.1 Regular Faculty

Academic ranks for full-time teaching faculty at Cabrini University include Instructor, Professor of Practice, Assistant Professor, Associate Professor, and Professor. Rank reflects a professional’s training and experience in higher education and/or industry. The Provost and Vice President for Academic Affairs (Provost/VPAA), in consultation with the School Dean, will recommend initial faculty rank to the President.

#### 2.2.1.1 Instructor

Instructors may be engaged to teach under either a one-year or multi-year contract. An instructor’s appointment may be a renewable or nonrenewable non-tenure track position. Instructors must hold at least a master's degree or an acceptable alternative as determined by the Provost/VPAA in consultation with the Dean and Chair.

Instructors are not eligible to apply for tenure but are principally engaged in teaching and service. Service credit for time spent as an Instructor at Cabrini University may be applied to a tenure-track/rolling contract appointment with approval of the Dean, Chair, and the Provost/VPAA.

#### 2.2.1.2 Professor of Practice

Professors of Practice may be hired to complete either a one-year or multi-year contract. Professors of Practice must hold at least a master’s degree coupled with skills and substantial expertise and experience acquired in nonacademic careers as determined by the Provost/VPAA in consultation with the School Dean and Chair.

Professors of Practice are not eligible to apply for tenure but are principally engaged in teaching and service. Additionally, there is an expectation to maintain professional activities to inform teaching.

No more than 20% of the total full-time faculty can have the rank of Professor of Practice.

#### 2.2.1.3 Assistant Professor

Assistant Professors must hold an appropriate doctoral degree or an acceptable professional degree in their discipline as well as demonstrate potential for successful teaching, research or scholarly/creative work, and service. On a case-by-case basis, a faculty member who lacks, but is in the process of earning, these credentials may be hired at the Assistant Professor rank.

At the time of hire, the Provost/VPAA will give the faculty member a deadline for completion of his/her degree work, and failure to meet this deadline may result in demotion to Instructor rank or termination of employment. Assistant Professors approved by the Board of Trustees to receive tenure or a rolling contract automatically receive an appointment as Associate Professor without formal application at the beginning of the next academic year.

#### 2.2.1.4 Associate Professor

Associate Professors must meet the criteria for Assistant Professor and have completed a minimum of six years of effective full-time university-level teaching or equivalent experience as determined by the Provost/VPAA.

Associate Professors must consistently demonstrate successful teaching, scholarship, and service relative to their discipline and show sustained contributions to the University and the profession.

For more details on the tenure and evaluation process see Section 2.5.0.

#### 2.2.1.5 Professor

Professors must meet the criteria for Associate Professor and have completed a minimum of 14 years of full-time university level teaching (or its equivalent determined by the Provost/VPAA), of which at least seven years are at the Associate Professor rank. Typically, four of the faculty member's years of service will have been at Cabrini University, but the Provost/VPAA may, in unusual cases, modify this minimum term in writing to require only three years of Cabrini service at the Associate Professor rank prior to promotion to Professor. Before offering a faculty appointment with such modification, the Provost/VPAA will consult with the Department Chair and Dean about the proposed modification.

Promotion to Professor is not based solely on time in rank or years teaching. Professors are expected to show continued growth and sustained excellence in teaching and service to Cabrini University as well as to demonstrate significant contributions, recognized by their peers, to a scholarly/creative field relevant to their discipline. Endeavors may include but are not limited to research, publications, exhibitions, and/or activity in professional organizations.

### 2.2.2 Part-time Faculty

#### 2.2.2.1 Lecturer

Adjunct faculty are typically hired at the rank of Lecturer on an as-needed basis. Adjunct appointments are normally accorded to highly skilled professionals who are employed in the community or elsewhere and who are appointed to academic responsibilities on a part-time basis to enrich the University’s offerings or competencies. Lecturers often do not possess the academic degrees requisite for full-time appointment. Lecturers remain eligible to apply for a full-time faculty opening if one occurs.

The rank of Professorial Lecturer may be assigned in exceptional cases when a distinguished scholar, researcher, or teacher is brought to campus at a higher rate of compensation than other lecturers.

### 2.2.3 Additional Faculty Categories

#### 2.2.3.1 Administrative Faculty

Administrative faculty are employees of the University who enjoy joint appointments, with their primary positions being administrative positions that involve oversight of the University as a whole or management of broader educational goals and programs. Administrative faculty include the President, Provost/VPAA, Associate Provost, Dean, or Director of the Library. Administrative Faculty may hold all ranks open to regular faculty and are eligible, but not required, to engage in teaching, scholarship, and service. The specific terms and conditions of such appointments may vary and are set forth in the administrative faculty member's contract(s) with the University.

#### 2.2.3.2 Visiting Faculty

Visiting status may be conferred upon faculty holding a temporary appointment at the University. Visiting faculty may be on leave from another institution, an eminent scholar, or an expert available for a limited time period whose primary objective is to pursue teaching and/or research during the appointment. Visiting faculty may hold all ranks open to regular faculty.

#### 2.2.3.3 Professors Emeriti

Upon nomination by a full-time faculty member or Provost/VPAA, the rank of Professor Emeritus/Emerita may be awarded to distinguished faculty following their retirement from the University. Faculty must have served the University for a minimum of 15 years, held tenure or a rolling contract and been approved by the full Board of Trustees upon the recommendation of the Chair, Dean, Provost/VPAA, President, and Educational Quality Committee of the Board of Trustees. Emeritus status is a privilege, not an entitlement, and may in rare circumstances also be withdrawn by the Board of Trustees if continued enjoyment of emeritus status by the faculty member is not warranted.

#### 2.2.3.4 Faculty on Phased Retirement

Faculty may also elect phased retirement pursuant to University policy. <https://www.cabrini.edu/about/departments/human-resources/benefits/phased-retirement>. In keeping with section 2.7.1.2.1, faculty on phased retirement must teach six credits a semester to continue participation in governance.

## 2.3.0 Types of FACULTY Contracts

### 2.3.1 Tenure-Track Contracts

Tenure-track faculty are those persons whose employment record will be evaluated in accordance with established tenure eligibility and promotion criteria (See Section 2.5.0). If a faculty member is successfully evaluated for tenure or promotion under the criteria described in Section 2.5.0, the faculty member may be offered tenure or a rolling contract.

#### 2.3.1.2 Tenure

Tenure commonly refers to a status within the academic community in which professors enjoy security of appointment for an indefinite term. Tenure may only be terminated for legitimate, bona fide reasons and pursuant to the procedures described in this Handbook. Tenure is never obtained or conferred automatically, de facto, or by default at Cabrini University. Rather, it may be granted only by affirmative act of the Board of Trustees. The circumstances in which tenured employment may be terminated are described in Section 2.6.0 and include not only resignation or retirement by the faculty member but also certain circumstances in which the University may make the decision that a faculty member's tenured employment should be terminated.

In accordance with provisions specified by the Board of Trustees (1994), no more than 70 percent of the regular full-time faculty may be tenured. The President may exceed this percentage as provided by the Board of Trustees. Reducing this percentage requires a vote of the Board of Trustees. Prior to implementation of any such policy change, it is desirable that the Board of Trustees review and consider recommendations about its policy proposal with members of the University administration and the faculty.

#### 2.3.1.3 Three-Year Rolling Contracts

A rolling contract is a term contract for a specified period of time and may be rolled forward from year to year. At Cabrini University, the rolling contract is usually for three years. The receipt of a rolling contract signifies that the person has been deemed worthy of tenure, but that there is not a tenure slot available for him/her to fill.

A faculty member on a rolling contract will be considered to be in the first-year of a three-year rolling contract unless financial exigencies, substantial decline in enrollment, program discontinuation, or inadequate performance warrant that the contract becomes terminal (See Section 2.6.0).

Faculty members serving on rolling contracts enjoy the same academic freedom and due process rights as tenured faculty. For promotion in rank, faculty members on rolling contracts must satisfy the same criteria for promotion as tenured faculty. Salaries and benefits are comparable to those for similarly situated tenured faculty. Faculty members on rolling contracts have the right to participate in faculty governance and departmental deliberations, to be awarded sabbaticals, and to participate in all faculty development activities and programs.

#### 2.3.1.4 Determination of Tenure/Rolling Contract Status

The contract status of full-time faculty members will be determined according to the following procedure:

The Provost/VPAA will advise each new full-time faculty member at the time of initial appointment of the likelihood he/she will stand for either tenure or rolling contract.

At the time of the full-time member's third-year review, the Provost/VPAA will again advise him/her in writing of the likelihood he/she will stand for either tenure or a rolling contract. This determination will be based on the Board of Trustees-approved cap on tenure and institutional criteria as defined below.

Faculty members on a tenure track are considered to be on a probationary contract prior to tenure. At the time the full-time faculty member applies for a change in his/her probationary contract status in the fifth year, it is the responsibility of the Provost/VPAA, after appropriate consultation, to make a formal recommendation about the contract status of each applicant to the President.

If the Board-approved limit precludes all successful candidates standing in the same year to be considered for tenure, the University will award tenured positions to them, when tenured status is available to be awarded, in order of the length of full-time service to Cabrini University. If two or more candidates have an equal number of years of service, the President will evaluate their documentation of relative job performances, recommendations of the Provost/VPAA and Promotion and Tenure Board (PTB), and institutional criteria as described below to determine which of these candidates should be granted tenure.

The President will inform each candidate in writing whether he/she will be considered for tenure or a rolling contract in the following year and will report his/her decision as information to the Educational Quality Committee of the Board of Trustees.

The sixth-year evaluation process will be the same, whether the candidate is applying for tenure or is on a rolling contract.

When a tenure slot opens, the faculty member serving on a rolling contract who has the longest full-time service to the University will be moved into a tenured slot. If two or more candidates have an equal number of years of full-time service, then institutional criteria and the candidate's continued professional growth in teaching, research or scholarly/creative work, and service to the University, as evaluated jointly by the Provost/VPAA and PTB, will be considered. Final determination of contract status will be made by the President.

#### 2.3.1.5 Institutional Criteria for Determination of Tenure vs. Rolling Contract Status

* Program vitality as documented in a five-year history of departmental enrollments and the number of majors and minors
* Percentage of courses taught by adjunct faculty
* Institutional goals, to include considerations of strategic planning, faculty diversity, contributions to the general education program, percentage of doctoral faculty within departments, and market forces

### 2.3.2 Non-tenure Track Contracts

Full-time teaching faculty may be hired by the University in non-tenure track positions.

#### 2.3.2.1 Annual contracts

Annual contracts are given to full-time, non-tenure track faculty. These contracts may be non-renewable if the University is currently conducting a search for the same position or if the Provost/VPAA, in consultation with the dean and chair, determines it to be a programmatic necessity. Annual contracts may only be renewed by affirmative decision of the University and renewal is never automatic.

#### 2.3.2.2 Multiyear (Three and Five Year) Contracts:

Faculty are eligible to receive a three-year contract after three years of successful full-time faculty employment with annual contracts (in accordance with the annual review process as stipulated in 2.5.5). In the third year of the first annual contract, a faculty member may be considered for a three-year contract. If advancement to a multi-year contract of three years is not desired by the faculty member or is denied, the faculty member will receive an annual contract or written notification of non-renewal by March 1st.

Review at the end of the first three-year contract would determine whether a faculty member is eligible for a second three-year contract. When the fiscal and programmatic needs of the institution permit, faculty may be eligible for a five-year contract after two consecutive three-year contracts.

Review at the end of the second and fourth year of the five-year contract would determine whether a faculty member is eligible for a successive five-year contract.

Faculty members are eligible to return to an annual contract if determined to be in the best interest of the faculty member or the University.

Non-tenure track faculty members are eligible to apply for tenure track positions where available.

### 2.3.3 Personnel Files

The Office of Human Resources maintains personnel files for all University employees. In addition, the Office of Academic Affairs maintains a personnel file for each faculty member. The contents of this file include materials relevant to a faculty's role as teacher and scholar such as annual contracts, curriculum vitae, course evaluations, and performance evaluations submitted by Chairs and the Provost/VPAA.

Faculty may request to review their files by contacting the Office of Academic Affairs. Within six months of termination of employment, the Office of Academic Affairs sends all files to the Office of Human Resources and requests for personnel records thereafter should be addressed to the Office of Human Resources.

Access policies for all Human Resource personnel files may be directed to the Office of Human Resources.

## 2.4.0 Search and Appointment of Faculty

Cabrini University is dedicated to the task of recruiting faculty members of high quality to provide excellence in teaching and learning. The primary focus in screening candidates is on their academic credentials, teaching competence, potential for scholarship, and ability to contribute to the Cabrini University community. In recruiting new faculty members, the University conforms to the letter and spirit of the Equal Employment Opportunity policies as required by state and federal laws and Affirmative Action guidelines.

All new faculty members will be required to undergo a background check and provide employment eligibility verification information as dictated by the Department of Homeland Security. Cabrini University is also bound by the State of Pennsylvania (Act 76 of *1990 English Fluency in Higher Education Act*) requirement that all faculty must be fluent in speaking the English language. Chairs should ascertain fluency through normal conversation during the interview process.

### 2.4.1 Full-Time Appointments

Requests for new or replacement full-time faculty positions are initiated by the Chair and submitted to the School Dean in the form of a written needs-assessment rationale. After the Dean’s discussion with the Provost/VPAA, the Provost/VPAA will submit these requests to the President, and following approval by the President, the Provost will inform the Chair regarding the final decision as to new and continuing faculty lines within the department. However, in urgent situations, such as when a faculty member has resigned or is unable to fulfill their duties during the semester or academic year, the Provost may seek the approval of the President to authorize the rapid replacement of the position when failure to do so promptly could negatively impact the student experience.

The Office of Academic Affairs and the Chair, in conjunction with the Office of Human Resources, initiate an appropriate search.

The Chair convenes a suitable search committee, which includes the Chair, additional department faculty, at least one faculty representative from outside the department, and may include student representative. The Chair either serves as the Search Committee Chair or selects another department faculty member to serve in this capacity. The Chair also prepares materials for advertising that are sent to the Provost for approval.

Following advertisement in nationally recognized journals or websites (*e.g.*, *The Chronicle of Higher Education*, discipline-specific journals/websites), interested candidates send their applications to the Office of Human Resources, which notifies applicants of the receipt of their materials and then sends the applications to the Search Committee Chair.

The Search Committee reviews all applications and organizes preliminary interviews via phone, video, on-campus meetings or acceptable professional meetings/conferences for selected candidates. Final approval by the Provost/VPAA is required to invite candidates for campus interviews. Search Committees must follow the most updated search guidelines established by the Office of Human Resources and the Provost/VPAA posted in the Faculty Academic Community page.

Candidates selected for campus interviews meet with department faculty, University administrators, including the Provost/VPAA and the Director of Human Resources (or their representatives). Candidates should have some interaction with students and will be asked to demonstrate teaching proficiency during the interview process.

With input from the Search Committee, the Chair, Dean and Provost/VPAA, in consultation, select the finalist. The Provost/VPAA determines the provisions of the contract, including initial salary, tenure/rolling contract or non-tenure/rolling contract track status, and acceptance of prior experience as it relates to rank and length of the probationary period.

The Provost/VPAA will consult with the Department Chair and Dean regarding a potential candidate’s prior experience as it relates to rank and length of the probationary period.

The Provost/VPAA recommends the finalist to the President who makes the contract offer or delegates this responsibility to the Provost/VPAA.

New faculty receive a letter of one-year appointment stating rank, salary, and any special provisions. The letter notes the year in which the individual would stand for tenure/rolling contract, provided he or she receives annual reappointments. The Office of Academic Affairs will send a formal employment contract and *Faculty Handbook* to new faculty members prior to the beginning of the first academic semester of employment. Only the Office of Academic Affairs is authorized to transmit formal employment contracts and appointment letters, and all terms and conditions of employment will be set forward in these documents.

The individual must return the signed contract by the date specified. Appointments are also contingent upon the University’s receipt of official transcripts from all colleges and universities confirming the individual’s attendance and degrees, a satisfactory background check, and submission of immigration credentials.

The Office of Human Resources notifies all other candidates as to the final status of their application.

Cabrini University, as an Equal Opportunity Employer, is committed to the principle of equal employment and educational opportunity to all qualified persons and does not discriminate against faculty in the operation of any of its programs and activities because of race, color, religion, sex, age, national origin, disability, veteran status, marital or parental status, or any other protected class under federal, state, or local law.

### 2.4.2 One-Year Appointments

In situations where the search process outlined in Section 2.4.1 above cannot be completed in a timely manner, the University may appoint a candidate to a faculty position on a full-time, one-year, but temporary basis. Such situations may result from discontinued searches, resignations, sabbaticals, death or illness, or unexpected enrollment spikes.

The Provost/VPAA, Chair, and the Director of Human Resources will process all such appointments. One-year appointments also may be appropriate for faculty members who do not possess the academic degrees requisite for tenure status. Employment on a one-year appointment does not preclude the possibility of the appointee being hired for a tenure-track appointment in the future.

New one-year appointments receive a letter of appointment stating rank, salary, and other terms and conditions of the appointment. Appointments are contingent on receipt of official transcripts from all colleges and universities attended, a satisfactory background check, and immigration credentials. The Office of Academic Affairs will send a formal employment contract and *Faculty Handbook* to new faculty members prior to the beginning of the academic semester.

### 2.4.3Part-Time Appointments

It is the responsibility of the Chair and Program Coordinators to staff courses that they submit for inclusion in a given semester’s offerings for that department, and it is the responsibility of the Chair to notify the Office of Academic Affairs of regular and/or new appointments for a given semester. Chairs and program coordinators conduct interviews with potential candidates, following local and regional searches; select finalists; and make recommendations to the Dean. Contracts are drawn up and delivered to appointees along with Human Resources paperwork, payroll schedules, and e-mail account and general faculty information.

It is the responsibility of the Office of Academic Affairs to draw up and send contracts to part-time appointees approximately one month prior to the first day of class of the contracted semester. The part-time appointee must sign or electronically approve and return the contract within 15 calendar days. Academic Affairs will notify the Chair if contracts have not been accepted and returned within 20 calendar days. As noted, only the Office of Academic Affairs is authorized to offer terms and conditions of employment of part-time or other appointees, and only the terms and conditions set forth in the contract or other documentation from Academic Affairs constitute the faculty contract.

The Office of Academic Affairs will provide part-time faculty members the current *Faculty Handbook* or a link to the Handbook. Chairs or Program Coordinators will also communicate with part-time faculty member of general school policies and teaching evaluation procedures. All part-time faculty are required to file their syllabi in the Office of Academic Affairs prior to the first class meeting each semester and to participate in formal course evaluations as directed by current University guidelines (See Section 2.5.1.1).

### 2.4.3.1 Policy on the Appointment of Retired Faculty Members for Short-Term, Part-Time Teaching Assignments

Cabrini University values the scholarly expertise, professional experience, and dedication to student learning of its retired faculty members and faculty emeriti.

The University encourages, as appropriate and as needed, the appointment of retired faculty members and faculty emeriti to serve as adjunct faculty members on a course-by-course, semester-by-semester basis, so that current students may benefit academically from contact with these former members of the University’s teaching force. Such appointments shall be governed by the following terms:

* It is the prerogative of the chair of the appropriate academic department to recommend the engagement of a retired faculty member for an adjunct teaching appointment, which recommendation will be provided to the Provost/VPAA and subject to approval in the Provost/VPAA's sound discretion.
* A retired faculty member may be appointed to teach only courses scheduled by the appropriate academic department and only courses for which there is demonstrated need.
* A retired faculty member may teach no more than nine (9) credits (typically three courses or sections) in any twelve-month period. A retired faculty member does not take part in the shared governance system.
* A retired faculty member will be compensated at the highest level of the adjunct faculty pay scale currently in effect for undergraduate or graduate instruction, unless the Provost/VPAA makes a specific determination that a different compensation level is appropriate.
* A retired faculty member is not be eligible for any employee benefit plan coverage as a result of appointment as an adjunct faculty member.
* The appointment of a retired faculty member as an adjunct faculty member could have an impact on the retired faculty member’s Social Security benefits. The University encourages retired faculty members to consult with a professional advisor on this and potential other financial issues before making a decision to return as an adjunct faculty member.
* Service by a retired faculty member in an adjunct appointment is on a course-by-course, semester-by-semester basis and shall not guarantee future engagement to teach or future employment.
* While teaching in an adjunct appointment, the retired faculty member is welcome to use his or her former faculty rank (*e.g.*, Associate Professor of Biology) or his or her emeritus rank (*e.g.*, Professor of Graphic Design Emerita).
* The retired faculty member will be assigned a faculty office on a space-available basis for the term in which he or she teaches as an adjunct faculty member.
* This policy supersedes previous policies or agreements that may have restricted retired faculty members from accepting future teaching assignments at Cabrini University for compensation and may be further modified or withdrawn in the discretion of the University

### 2.4.4 Faculty Vacancy

In the event that a faculty position becomes vacant and the University is unable to follow the above stated search and appointment procedures, an interim faculty member may be appointed by the Provost/VPAA in consultation with the Dean, Program Director or Chair.

## 2.5.0 Evaluation, Reappointment, Tenure / Rolling Contract, and Promotion

All full-time faculty positions (both tenure track and non-tenure track) utilize a developmental approach for institutional evaluation and professional growth. During the first year, developmental plans are created collaboratively with the faculty member, Chair, and Dean, and are designed to help faculty members create work plans and expectations for teaching, scholarship, and service.

Upon hire as a tenure track faculty member, the candidate begins a comprehensive developmental review process for the purpose of providing a framework for future work and a means of assessing progress. The evaluation, reappointment, promotion, and review process are comprehensive developmental reviews that serve three purposes:

1. to provide a framework for a future tenure/rolling contract portfolio,
2. to provide an assessment of probationary faculty that will give them a firmer picture of their potential for tenure at Cabrini University, and
3. to establish consistency in the review of candidates for tenure.

A candidate must submit all required materials on or before due dates indicated unless an extension is granted because of an emergency/extenuating circumstance as determined by the Provost/VPAA. In the third and sixth year reviews, the Provost/VPAA and Chair of the PTB must agree on the granting of any extension. A candidate may request the recusal of one PTB member if there is a perceived conflict of interest. This must be submitted in writing by the portfolio submission deadline. In such instances, the Provost/VPAA will convene a meeting prior to the selection of the PTB evaluation membership. A probationary candidate who fails to submit materials on time will receive a one-year terminal contract.

Full-time, non-tenure track faculty create comprehensive developmental plans that guide their work, contributions and professional development while at Cabrini. While non-tenure track faculty are not reviewed by the PTB, similar expectations exist in terms of workload and commitment. Often times a reduced research load leaves room for additional service and professional development activities.  
  
Every faculty member on the tenure track follows the guidelines set forth by the handbook in existence at the time of hire. However, upon tenure or promotion, including advancement in rank, faculty members will follow the guidelines of the most current handbook.

### 2.5.1 Evaluation Tools

Faculty and Administration support the use of external and University-designed tools to inform the comprehensive developmental review process, as appropriate to the particular review process in question. Assessment tools that are appropriate to use in review processes include, but are not limited to:

* University-approved course evaluations
* Student evaluations of academic advising skills,
* Student evaluations of co-op and internship supervisors,
* Chair evaluations or department peer review in the event the person is the Chair.

These tools are appropriate for and intended to be used in contract renewal and tenure/rolling contract decisions and promotion recommendations, as well as to support a faculty member's professional development. The faculty and Administration may also collaborate in developing or implementing additional evaluation tools in the interest of further enhancing the developmental review process.

#### 2.5.1.1 Course Evaluations

All faculty are required to use course evaluations as a developmental tool. For faculty undergoing evaluation and/or as a condition of their employment by the University that did not adhere to these guidelines for course evaluation administration, a written explanation must be submitted to Academic Affairs no later than June the 1st preceding the next academic year. Course evaluation outcomes may be examined by the Provost/VPAA, Dean, and Chair for

improvement, consistency, and distribution of scores relative to faculty within the same discipline or general faculty at four-year institutions.

Process:

Faculty will use a standardized course evaluation tool to receive student feedback in all classes. The Provost/VPAA will consult with the Faculty Professional Topics Committee and they will work together collaboratively with Deans and Chairs to identify discretionary or optional questions for the Cabrini evaluation tool.

Course evaluations will be used as a developmental tool for the purposes of improvement, consistency, and comparison of scores relative to faculty within the same discipline or general faculty at four-year institutions. Faculty are encouraged to utilize supplemental methods of student feedback as a part of a holistic review of teaching effectiveness.

Faculty course evaluations will be uploaded to a database allowing for faculty, chairpersons, deans, and the Provost/VPAA to review such materials for developmental purposes. All faculty will download and share course evaluation results with their chairperson within 4 weeks of receiving their results. Faculty and chairperson will meet to discuss the evaluation results within the context of standardized course evaluations. Faculty are encouraged to share data from supplemental student feedback methods to deepen and enrich the conversation.

### 2.5.2 Tenure/Rolling Contract Faculty - Probationary Faculty Reappointment, and Tenure

The University endorses the 1940 Statement of the AAUP on Academic Freedom and Tenure with its several interpretations as set forth in the current edition of AAUP Policy Documents and Reports (<http://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>). Tenure is an agreement between the University and the individual faculty member that the faculty member will enjoy continued employment for an indefinite period going forward, with employment terminable only for reasons and subject to procedures. Tenure at Cabrini University may only be granted affirmatively through a decision of the President/Board of Trustees and is never automatic or "de factor." The granting of tenure to an individual is a pledge of the University’s confidence in the faculty member. It is likewise a pledge of the faculty member that he or she will continue to be a vital part of the University community and that the faculty member's job performance and conduct will be consistent with the ethical, conduct, and performance expectations set forth in this Handbook and expected of faculty members consistent with the mission of this University. Circumstances in which tenured faculty employment may be terminated or issues with performance or conduct may be addressed, and procedures for addressing such issues, are set forth in Section 2.6.2 below.

All initial tenure track appointments are probationary. Probation is that period of service without tenure, normally six years. In accordance with provisions specified in the initial contract, this may be reduced.

For the purposes of this section, the term “Dean” refers to the Dean of the School within which the faculty member is applying for tenure or promotion.

#### All due dates listed in the faculty evaluation process that fall on a non-working day (weekends, holidays, etc.) will be assumed to be the next working day. A due date will end as of 11:59 pm Eastern time on the specified date, unless extended in writing by the committee or administrator to which materials are due to be submitted. For each review year and reviews for promotion in rank listed below, the University reserves the right to include in the candidate’s portfolio and the review process any information deemed pertinent, with notice to the candidate. The Provost/VPAA will determine what is relevant. If the item is new, the faculty member will be provided an opportunity to respond or comment.

### *2.5.2.1 First-Year Review & Annual Contracts*

Reviewers – Chair, Dean, and Provost/VPAA.

Procedure

1. To create a sustained involvement of elected members of the PTB in the peer review process, prior to the end of the fall semester of the first year of a faculty member’s appointment, all first-year faculty will meet together with a member of the PTB, the Provost, and the Dean to discuss faculty review procedures.
2. By February 1, the applicable Chair shall submit written evaluations to the faculty member based on the faculty member's teaching proficiency through class observation and course evaluations. The Chair will then meet with the faculty member to review the evaluation, to discuss or review any other material that the Chair considers to be pertinent to the first-year review, and to create with the faculty member a developmental plan/agenda for teaching, service, and scholarship/professional vitality as the faculty member enters his or her second year at the University. The evaluation and the plan will be submitted by the Chair to the Dean by February 8.
3. The Dean, Chair and any other appropriate supervisor will meet with the faculty member by February 15 to review the evaluation and developmental plan. After this review of the plan, the faculty member will make any changes to the plan that were suggested during this review and submit a revised plan to the chair and dean, which all three parties will sign. By February 22, the Dean will submit a recommendation to the Provost/VPAA, along with the Chair’s evaluation and developmental plan signed by the faculty member, Chair and Dean.
4. Written notification of intention of reappointment or non-reappointment for the next academic year, the Dean’s recommendation, and a copy of the updated developmental plan signed by the faculty member, Chair and Dean will be sent to the faculty member by the Provost/VPAA no later than March 5 of the first year of employment. These materials will be put into an electronic repository for use in subsequent reviews.

If the candidate is a Chair, the Dean shall select a tenured faculty member, in consultation with the candidate, who will evaluate the candidate rather than the Chair. This alternative faculty evaluator will act in place of a Chair only for the purpose of evaluating the Chair. A suitable alternative must be chosen within two months of appointment.

#### 2.5.2.2 Second-Year Review

Reviewers – Chair, Dean, and Provost/VPAA.

Procedure

1. To create a sustained involvement of elected members of the PTB in the peer review process, prior to the end of the fall semester, all second-year faculty will meet with a member of the PTB, the Provost, and the Dean to continue discussion of faculty review procedures, including the third-year review portfolio requirements.
2. By February 1 of the second academic year, the faculty member uploads required materials to an electronic portfolio for discussion with the Chair. The portfolio will be made available for viewing on February 2. Materials within the portfolio should include a narrative, not to exceed 16 double-spaced pages, the developmental plan and supplemental attachments. A summary of information required in the portfolio is stated below.
   1. Title Page – Name, department, date, academic year
   2. Professional vitae
   3. Teaching & Advising

* Courses taught at Cabrini and, if applicable, planned changes to existing courses and/or courses planned for the next academic year,
* Description of newly designed or redesigned courses and supporting documentation (e.g., syllabi, exams, examples of student work),
* Copies of all course evaluations from all courses and any other supporting documents assessing student-learning,
* Self-analysis of course evaluation results and teaching proficiency,
* Clear statement of teaching agenda.
  1. Service
* Departmental Service

1. Service during current academic year and what is planned for the next academic year,
2. Advising and Mentoring (e.g., advising loads, student group advising, advising methods and materials).

* University & External Service

1. Service completed and planned during the current academic year (e.g., committee work, assisting with the admissions process, co-curricular participation such as Cabrini Day, academic Centers and the Arts, Scholarship and Research Symposium),
2. Clear statement of service agenda
   1. Scholarship/Professional Vitality

* Plans for the current academic year and next academic year;
* Participation in professional organizations and/or Meeting/Conference attendance (e.g., on-campus, local, regional, national);
* Summary of publishing, editing, etc.
* Professional growth and development (e.g., current journal readings, attending courses, development of online materials, artistic productions, consulting, scholarship of teaching, volunteer service in community, assessment, publication, etc.);
* Clear statement of scholarship/professional vitality agenda.
  1. Reflection/Update Developmental Plan for Year 3

1. The Chair submits his/her written evaluation to the Dean by February 12 of the second year. The Dean and any other appropriate supervisor identified by the Dean will meet with the faculty member to review the portfolio, the developmental plan, and the written evaluation from the Chair. After this review of the plan, the faculty member will make any changes to the plan that were suggested during this review and submit a revised plan to the chair and the dean, which all three parties will sign. At this point, the portfolio is considered finalized and cannot be altered by the faculty member.
2. The Dean will email his/her recommendation to the Provost/VPAA along with any revisions to the developmental plan that were agreed upon and signed by the faculty, Chair and Dean by February 22 for viewing by the Provost/VPAA.
3. The Provost/VPAA will send the faculty member written notification of the University’s decision regarding reappointment or non-reappointment for the next academic year and a copy of the updated developmental plan signed by the faculty member, Chair, Dean and Provost no later than March 5 of the second year of employment.

#### 2.5.2.3 Third-Year Review

Reviewers – Chair, Dean, PTB, Provost/VPAA.

The third-year faculty review is a comprehensive developmental review that serves the purposes set forth in Section 2.5.0, as well as encouraging sustained involvement of elected members of the PTB in the peer review process.

Outcomes

The third-year review will provide information on a probationary faculty member’s future prospects and will conclude with the granting of one of the following options:

* A terminal fourth-year contract;
* A contract of reappointment together with a letter that commends meritorious work and identifies areas for improvement.

Procedure

1. By January 15 of his/her third academic year at Cabrini University, the faculty member will upload required materials to an electronic portfolio for the Chair for review.
2. By 11:59 pm Eastern time February 15, the faculty member will upload the portfolio for the PTB, Dean and Provost/VPAA or as directed by the Dean. The portfolio will then be used in assessing reappointment or non-reappointment. At this point, the portfolio is considered finalized and cannot be altered by the faculty member. This portfolio will form the basis of the portfolio he/she will submit for tenure in the sixth year. The portfolio includes the following:
   1. Title Page – Name, department, date, academic year
   2. Table of Contents
   3. Professional Vitae
   4. Developmental Plan from Year 2
   5. Narrative Section

Introductory Statement. The candidate will describe his/her contributions to advancing the mission of the University in their first year as faculty (no more than two pages).

Body. The candidate will then expand that perspective in terms of teaching, service, scholarship/professional vitality (sections I, II, III) in a maximum of six double-spaced pages (in 12-point font) per topic. In each section, the candidate will reflect on how he or she has addressed the expectations described in the developmental plan that was revised during Year 2.

1. Teaching & Advising

* Reflective Statement of Teaching to include a description of breadth of courses taught, pedagogy, alternate methods of content delivery, and contributions to the University’s various curricula;
* Syllabi from two different courses taught while at Cabrini University;
* Two student course evaluations for the same course offered in different semesters from three different courses (a total of six evaluations).

1. Service

* Reflective Summary of Department, external, and University Service to include a description of advising, committee work, administrative work, and involvement with student activities;
* Advising assessments when available;
* Each candidate will submit to the chair of the PTB a list of the committees on which the candidate has served, and will indicate the committees on which the candidate believes he or she has made the greatest contributions. The PTB chair will solicit Committee Member Evaluation Forms from the chairs of at least two of the committees. Letters will not be solicited from persons who are also PTB members or other candidates who are up for review. If the PTB chair deems it appropriate, a letter may be solicited from a person who is not the chair but who is familiar with the candidate’s work on that committee.

1. Scholarship/Professional Vitality

* Reflective Statement of Professional Vitality to include a description of scholarship/professional vitality and/or creative work, professional organization participation, seminar and convention attendance, research, publishing and public presentations, grants, consulting, and relevant service in the community. The candidate should explain their role and contribution to any multiple-authored publications or other works.
* Full copies of the candidate’s publications
* Documentation/representation of the candidate’s presentations or projects.

Concluding Statement. The candidate will project his/her contributions to the future growth and development of the University (no more than two pages).

* 1. Evaluations.

All previous written evaluations that are part of this process.

* 1. Professional Recommendations.

The portfolio shall include letters of recommendation discussing the candidate’s overall contribution to the University and/or professional reputation. These confidential letters on letterheads must be delivered or emailed by the authors to the Office of the Provost/VPAA to be placed in the candidate’s portfolio.

Candidates will solicit letters from their Department Chair; a Cabrini University faculty member who is not a current member of the PTB; an external evaluator (minimum of one), such as a disciplinary-specific professional or faculty member from another institution (the candidate’s dissertation chair is not acceptable as a sole reviewer); and an administrative employee other than the Provost/VPAA or Dean (optional, limit of one).

1. Upon completion of independent reviews of the portfolio by the PTB, Dean and Provost/VPAA, five members of the PTB, Dean and Provost/VPAA will meet to discuss whether to support or not support the candidate to continue on a probationary contract. A decision to recommend or not recommend is made by a majority vote of these individuals.

The Provost/VPAA will be charged with drafting a letter representing the collective opinion of the PTB, Dean and Provost/VPAA. The letter will be reviewed for accuracy and approved by a majority vote of the PTB and Dean. After review the Provost/VPAA will submit the letter to the President. In cases where there is a disagreement, the PTB, Dean, and Provost/VPAA may submit separate letters but should strive to first reach a consensus.

1. After review and decision by the President, the final letter and the developmental plan signed by the faculty member, Chair and Dean will be presented to and reviewed with the candidate, Dean and his/her Chair in a meeting with the Provost/VPAA by May 15 of the third year of employment. In keeping with recommendations by the AAUP, probationary faculty members will be notified of their appointment status for the third and all subsequent years of probationary employment at least 12 months before the expiration of their current appointment. If it is determined through the third-year review that the faculty member has not made adequate progress, he or she will receive a terminal, fourth-year contract.

#### 2.5.2.4 Fourth-Year Review

Reviewers –Chair, Dean, and Provost/VPAA.

Procedure

1. By March 1 of the fourth year the candidate will submit a letter and a revised developmental plan to and meet with his/her Chair addressing the plans stated in the third-year narrative and those issues raised for improvement in the third-year review. The Chair will submit the candidate’s letter along with a letter reflecting his/her comments and recommendation to the Dean for review by March 15 and a copy to the candidate.
2. By April 1, the Dean will submit a letter of recommendation to the Provost/VPAA, along with the Chair’s evaluation and developmental plan.
3. The Provost/VPAA, in consultation with the Dean and the Chair, will respond in writing by May 1 of the fourth year to the candidate, evaluating the faculty member’s progress in light of the candidate’s and Chair’s letters and the Dean’s review. The evaluation will result in a recommendation to the President for (1) continued employment in which the candidate will advance the developmental plan for the remainder of the tenure process or (2) a terminal fifth-year contract.
4. All materials will be uploaded to an electronic folder by the Provost/VPAA’s office.

#### 2.5.2.5 Fifth-Year Review

Reviewers –Chair, Dean, and Provost/VPAA

There is no formal fifth-year review required unless identified in the fourth-year review letter. If a fifth-year review is required, the following procedure applies:

Procedure

1. By March 1 of the fifth year the candidate will submit a letter and a revised developmental plan to and meet with his/her Chair addressing those issues raised for improvement in the fourth-year review. The Chair will submit the candidate’s letter along with a letter reflecting his/her comments and recommendation to the Dean for review by March 15 and a copy to the candidate.
2. By April 1, the Dean will submit a letter of recommendation to the Provost/VPAA, along with the Chair’s evaluation and developmental plan.
3. The Provost/VPAA, in consultation with the Dean and the Chair, will respond in writing by May 1 of the fifth year to the candidate, evaluating the faculty member’s progress in light of the candidate’s and Chair’s letters and the Dean’s review. The evaluation will result in a recommendation to the President for (1) continued employment in which the candidate will advance the developmental plan for the remainder of the tenure process or (2) a terminal sixth-year contract.
4. All materials will be uploaded to an electronic folder by the Provost/VPAA’s office.

Faculty members who intend to stand for tenure in their sixth year must file the Application for Tenure/Rolling Contract form with the Office of Academic Affairs by May 1 of their fifth year of employment.

#### 2.5.2.6 Sixth-Year Tenure/Rolling Contract Review

Reviewers – Chair, Dean, PTB, Provost/VPAA, President, Educational Quality Committee of the Board of Trustees, and the full Board of Trustees.

Cabrini University awards tenure/rolling contracts to those faculty members whose professional characteristics indicate that they will continue to serve with distinction in roles of long-term value to the University. The sixth-year review serves as a summative assessment of the candidate’s accomplishments and potential for future contributions to the vitality of the University. The foundations of this review are the comprehensive developmental plan, previous reviews, and candidate’s responses in prior years to recommendations in previous reviews.

Outcomes

The tenure/rolling contract review will result in one of the following:

* A terminal seventh-year contract,
* Receipt of tenure and promotion to the rank of Associate Professor,
* Receipt of a three-year rolling contract and promotion to the rank of Associate Professor.

Procedure

1. Prior to the end of the spring semester of the fifth year, all candidates indicating their intention to be considered for tenure/rolling contract will meet together with at least one PTB Co-Chair, Deans, and Provost to discuss tenure portfolio development and procedure.
2. The Sixth-Year Review requires a summative portfolio of the candidate's work at the University. The faculty member will upload his/her materials to the electronic portfolio for use by the PTB, Dean, and Provost/VPAA to the Office of Academic Affairs by 11:59 pm Eastern time on September 15 of his/her sixth academic year at Cabrini University. At this point, the portfolio is considered finalized and cannot be altered by the faculty member. Further materials will only be added after this date with the written approval of both the Provost/VPAA and the PTB Co-Chairs.

The contents of the sixth-year portfolio are as follows:

* 1. Table of Contents.
  2. Professional Vita.
  3. Narrative Section.

This reflective narrative should contain the following parts with a maximum of 25 double-spaced pages for the entire narrative:

Introductory statement. The candidates will describe overall growth throughout their time at Cabrini and their most important contributions to advancing the mission of the University (no more than two pages).

Body. The candidate will expand that perspective in terms of teaching, service, scholarship/professional vitality (sections I, II, III) in a maximum of seven double-spaced pages (in 12-point font) per topic.

1. Reflective Statement of Teaching in relation to the developmental plan, including breadth of courses taught, pedagogy, alternate methods of content delivery, student evaluations and contributions to the University’s various curricula.

Required Appendices:

* Syllabi from two different courses taught while at Cabrini University, and
* All course evaluations of courses taught at Cabrini University during the tenure process.

\* In the event course evaluations were not administered for a taught course(s) during the tenure process, a written explanation must be provided as to the reason why in section I of the narrative section of the portfolio.

1. Reflective Statement of Service to the Department, University, and external community in relation to the comprehensive developmental plan, including advising and committee work, and (where appropriate) administrative work, involvement with student activities, program or curriculum development, etc.

Optional Appendix:

* Advising assessments, when available.

1. Reflective Statement of Scholarship/Professional Vitality in relation to the developmental plan, including peer-reviewed published scholarship and/or creative work and professional organization participation, and (where appropriate) seminar and conference presentations, research, publishing and public presentations, grants, consulting, relevant service in the community, works in progress, etc. The candidate shall explain his or her role and contribution to any multiple-authored publications or other works.

Required Appendices:

* Full copies of the candidate’s publications
* Documentation/representation of the candidate’s presentations or projects. (Candidates are also encouraged to include manuscripts in progress as appendices.)

1. Concluding Statement: The candidate will project his/her contributions to the future growth and development of the University (no more than two pages).
   1. Evaluations.

All previous written evaluations completed by the applicant’s Chair, PTB, Provost/VPAA and Dean.

* 1. Professional Recommendations.

The portfolio should include letters of recommendation that discuss the candidate's overall contribution to the University and/or professional reputation. These confidential letters must be delivered by the authors to the Office of the Provost/VPAA to be placed in the candidate’s portfolio by midnight September 15. All letters must be signed and on letterhead or on the PTB form. Letters received after this date will only be added to the portfolio with the written approval of both the Provost/VPAA and the PTB Co-Chairs.

The candidate will solicit letters from

* his/her Chair (or alternate faculty evaluator if the candidate is the Chair);
* three Cabrini University faculty members, at least two of whom are tenured and two from outside the applicant's department and who are not current members of the PTB;
* external evaluators such as faculty from other institutions and/or professional affiliations (Minimum of two. Examples of appropriate external evaluators include previous employers, co-authors of peer-reviewed journal articles,
* community partners, and experts in a relevant academic field.);
* optional letters (no more than three total) from members of the staff other than the Provost/VPAA, Dean, or others involved in the review process.
  1. Portfolio Elements solicited by Academic Affairs/PTB

1. The candidate will be asked to submit, by July 15, a list of all University groups (with names of Committee Chairs) on which they have served during their career at Cabrini University. From this list the candidate will indicate which three Committee Chairs he/she would like to write on his/her behalf. Jointly the PTB and Provost/VPAA will select and solicit forms from up to two additional Committee Chairs for inclusion in the portfolio. The PTB Chair, using a standardized form, will solicit Committee Member Evaluation Forms from all selected Chairs. If the candidate served as Chair of a committee, he or she shall designate a senior committee member to serve as a potential evaluator.
2. Alumni Recommendations. Using a standardized form, the Office of Academic Affairs will solicit evaluations by July 15 from five Cabrini alumni who have taken at least one course with the applicant. Alumni evaluators send their letters to the Office of Academic Affairs by September 15 for inclusion in the portfolio. These letters will not be made available to the candidate following the completion of the tenure review process without prior written consent from the authors.
3. Evaluation Procedure
4. Prior to the end of the spring semester of the fifth year, the Provost/VPAA will inform the PTB Chair of individuals standing for tenure/rolling contract review.
5. The PTB, Dean and Provost/VPAA will review each portfolio independently.
6. On or before November 15, the PTB will meet with the Provost/VPAA and Dean to share its findings.
7. By December 15, the PTB and the Provost/VPAA will submit to the President their separate written recommendations.
8. After reviewing the recommendations and candidate portfolios, the President will select candidates to recommend to the Educational Quality Committee and the Board of Trustees for tenure/rolling contracts.
9. The Provost/VPAA and PTB Chair will present portfolios of the candidates selected by the President to the Educational Quality Committee of the Board of Trustees usually in Executive Session at its next regularly scheduled meeting. The Educational Quality Committee of the Board of Trustees will review appropriate materials, including the recommendations of the PTB, Provost/VPAA and President, and institutional need. In order to facilitate discussion, the PTB chair will be present during the deliberation but not the voting of the Educational Quality Committee.
10. The Chair of the Educational Quality Committee shall present a formal recommendation to the full Board of Trustees. The candidate will be notified of the University’s decision no later than March 15 of the sixth year of employment.

Tenure/rolling contract, if granted, is effective at the beginning of the seventh year unless the faculty member is notified otherwise. Candidates receiving such a contract will no longer be probationary and will be subject only to review and continuation provisions as are required for tenured faculty.

If the decision is not to grant tenure/rolling contract, the faculty member receives a seventh-year terminal contract. The candidate may solicit a written statement of reasons for the denial from the President and/or Board of Trustees and/or the candidate may appeal the process to the Grievance Committee (Section 2.10.0).

#### 2.5.2.7 Tenure / Rolling Contract Portfolio Evaluation Guidelines

Candidates for tenure/rolling contracts are evaluated on the basis of excellence in the following categories: teaching performance, contributions to the department, external community, and University community as a whole, and scholarship/professional vitality; this evaluation will indicate promise of continued growth and excellence.

Portfolio Evaluation is a process of assessing the candidate’s developmental plan and determining the extent to which the candidate has successfully achieved the realization of that plan. In each category, candidates will be evaluated as “Exceeding Expectations,” “Meeting Expectations,” and “Not Meeting Expectations” (in relationship to their year of standing). Candidates must attain at least “Meet Expectations” in all three areas in order to receive tenure.

While it is probable that each developmental plan will have features unique to a candidate, the general evidence outlined below will be applied to all candidates.

Evaluation Criteria

1. Verification and/or review of the commonly accepted terminal degree in the field, of a terminal degree approved by the University, or of educational progress in conformity with the terms of appointment.
2. Review of all student evaluations (course evaluations and other assessments as appropriate) of the candidate’s teaching.
3. Review of alumni evaluations of the candidate.
4. Review of a candidate’s peer-reviewed/juried publications, participation in professional conferences and the state of his or her research or performance in his or her field. He or she must demonstrate competence in scholarship/professional vitality or creative work that has been recognized both within and outside the University. Acquiring the terminal degree does not suffice to demonstrate this criterion. In addition to the external evaluators selected by the candidate, the PTB and/or Provost/VPAA reserve the right to seek outside expert advice as to the quality and appropriateness of the candidate's work. In such a case, the candidate will be asked to submit three potential evaluators and a summary of their credentials as related to the candidate's discipline to the party requesting the outside advice. That party will then select and solicit advice from one or two evaluators from this list.
5. Review of Chair’s and Provost/VPAA's written evaluations of the candidate’s performance during the probationary period. The PTB will examine existing evaluations of a candidate’s performance written by the Chair(s) and Provost/VPAA(s) for years preceding the tenure/rolling contract decision, as well as the Chair’s written evaluation of the candidate’s qualifications for tenure/rolling contract. When a Chair is being considered, the PTB may request an evaluation from his/her department colleagues and review previously existing evaluations.
6. Review of the candidate’s solicited written statements from the colleagues in his or her own field, evaluating the candidate’s knowledge of the field and the promise of continued professional growth and excellence. At least one letter must be submitted from a colleague not employed by Cabrini University at the time the letter is written in accordance with the procedure already outlined.
7. Review of the quality and appropriateness of the candidate’s committee activity, work on University programs of an academic or non-academic nature, work with student activities such as clubs, publications, community service, etc., as it pertains to the mission of the University.
8. Review of written statements made by administrators or faculty members that evaluate a candidate’s contributions to the University.

#### 2.5.2.8 Alternative Review Schedules

Faculty members receiving credit toward tenure/rolling contract for work completed prior to their hiring by Cabrini University, as indicated in their original letter of appointment and annual contracts, may stand for tenure/rolling contract using an accelerated review schedule. This schedule will be determined by the Provost/VPAA and the candidate, in consultation with the Department Chair. The Provost/VPAA will provide the candidate with written confirmation of the agreed-upon review schedule.

Faculty with extended leaves of absence (*e.g.*, medical leave, family leave, military leave, maternity leave) or other compelling reasons may request a suspension of the tenure/rolling contract clock for a period of time. Faculty must submit requests to the Provost/VPAA who will make a formal recommendation to the President. The President will grant or deny the request. In extraordinary circumstances, the University may also decide to suspend the tenure/rolling contract clock for a period of time and will notify the faculty member in writing.

If a faculty member is granted a suspension of the tenure/rolling contract clock or if the clock is suspended, he/she will generally be reviewed/evaluated based solely on the work completed prior to and after the period of time during which the tenure/rolling contract clock was turned off. Exceptions will be confirmed in writing by the Provost/VPAA and President.

#### 2.5.2.9 Evaluation Materials

Effective evaluations and letters of reference describe the facts upon which they are based and then draw professional conclusions—whether positive, neutral, or negative—from the facts.

The Pennsylvania Personnel Files Act allows employees to review certain information in their files, including performance evaluations. In compliance with the Act, faculty undergoing reviews may have the legal right to inspect documents submitted by current Cabrini University faculty, University committee chairs or members, and administrators. Under State law, candidates do not have the right to inspect letters of reference—required or optional—submitted by external reviewers or alumni.

A candidate may invite a colleague to submit a letter on his or her behalf. (As described above, the third-year review requires one such letter and the tenure review requires three.) The colleague is free to accept or decline the invitation. The colleague shall, in either case, so advise the candidate.

In the unlikely event that a candidate lacks the required number of letters to be solicited from colleagues, the candidate will be notified of this issue by the Provost/VPAA or PTB. If, after a reasonable period of time, the required number still has not been submitted, the evaluation process will continue with the available materials.

### 2.5.3 Tenure/Rolling Contract Anniversary Update

Cabrini University employs periodic updates to provide information on the University faculty for such purposes as Middle States evaluation procedures, strategic planning, etc. They also are for the purpose of setting professional goals and reviewing accomplishments and contractually-required duties.

#### 2.5.3.1 Annual Update Requirements

All faculty who hold tenure or a three-year rolling contract appointment must provide the following items on an annual basis to the Office of Academic Affairs by July 1 for inclusion into his/her Academic Affairs personnel file.

* Updated professional vitae
* One course evaluation of the faculty member’s choosing
* and samples of professional growth and scholarship (copies of publications, presentation summaries, grants), if any

Each faculty member’s course evaluations are available to the Provost. Additionally, the Provost/VPAA will review each faculty member's major accomplishments as documented in the Department Annual Report submitted by the Chair.

#### 2.5.3.2 Five-Year Anniversary Update Conference

Tenured/rolling contract faculty are required to meet with the Dean in five-year intervals following tenure (*e.g.*, A faculty member approved for tenure in 2005 is required to meet with the Dean by July 1 of 2010, 2015, 2020, etc.) until termination of employment at the University. During this conference the faculty member and Dean will review past accomplishments and discuss future academic plans. The Dean will share results of this conference with the Provost/VPAA’s office. The Dean may call additional meetings with the faculty member as needed.

### 2.5.4 Promotion in Professorial Faculty Ranks

#### 2.5.4.1 Instructor to Assistant Professor

Promotion from the rank of Instructor to Assistant Professor for Instructors on tenure/rolling contract track appointments occurs automatically at the start of the next academic year when faculty members obtain the appropriate terminal degree in his/her field as determined by the Chair and Provost.

#### 2.5.4.2 Assistant Professor to Associate Professor

Promotion from the rank of Assistant Professor to Associate Professor occurs automatically at the start of the academic year following the granting of tenure or a three-year rolling contract.

#### 2.5.4.3 Associate Professor to Full Professor

Professors must meet the criteria for Associate Professor and have completed a minimum of 14 years of full-time university level teaching (or its equivalent determined by the Provost/VPAA), of which at least seven years are at the Associate Professor rank. Typically, four of the faculty member's years of service will have been at Cabrini University, but the Provost/VPAA may, in unusual cases, modify this minimum term in writing to require only three years of Cabrini service at the Associate Professor rank prior to promotion to Professor. Before offering a faculty appointment with such modification, the Provost/VPAA will consult with the Department Chair and Dean about the proposed modification.

Promotion to Professor is not based solely on time in rank or years teaching. Professors are expected to show continued growth and sustained excellence in teaching and service to Cabrini University as well as to demonstrate significant contributions, recognized by their peers, to a scholarly/creative field relevant to their discipline. Endeavors may include but are not limited to research, publications, exhibitions, and/or activity in professional organizations.

Faculty seeking promotion from the rank of Associate Professor to Full Professor not only must meet the qualifications previously listed for tenure and rank but also must have an appropriate terminal degree, demonstrated excellence in teaching, a continued record of scholarship/creative work that has brought recognition to the individual and the University, and a varied and continuous record of leadership to the University and profession.

Reviewers - Chair, PTB, Provost/VPAA, and President.

Procedure - The candidate notifies the Office of Academic Affairs in writing of his/her intent to stand for promotion to Professor by May 1. The candidate prepares a portfolio and supporting documents using the format required for tenure/rolling contract, with an emphasis on what has been accomplished since the previous promotion. The candidate submits his/her portfolio to the Office of Academic Affairs by September 1 of the following academic year. The PTB and Provost/VPAA will review the portfolio and supporting documents on or before November 15. The PTB will meet with the Provost to share its findings. By December 1, the PTB will send its final report to both the Provost/VPAA and the President. The Provost/VPAA shall send his/her recommendation to the President. The final responsibility for promotion rests with the President and, after consideration of both recommendations; the President will notify the candidate prior to February 1. Should a request for promotion be denied, the President shall send a written explanation to the applicant. If a promotion is denied, the faculty member may submit an appeal to the Grievance Committee (See Section 2.10.0).

Procedure:

1. By May 1, the candidate notifies the Provost/VPAA in writing of his/her intent to stand for promotion to full professor.
2. Prior to the end of the spring semester, all candidates standing for promotion will meet with the current PTB Chair, dean, and the Provost/VPAA to discuss portfolio development and procedure.
3. Promotion to full professor requires a summative portfolio of the candidate’s work and accomplishments at the University since receiving tenure or since being hired at the Associate Professor rank. By September 1, the faculty member will upload his/her portfolio for use by the PTB and the Provost/VPAA to the Office of Academic Affairs. The contents of the promotional portfolio are as follows:
4. Table of Contents
5. Professional Vita
6. Narrative Section

This reflective narrative should contain the following parts with a maximum of twenty-five double-spaced pages for the entire narrative.

* **Introductory statement:** The candidates will describe their overall growth at Cabrini University and their major contributions to advancing the mission of the University since receiving tenure or since being hired at the Associate Professor rank (no more than two pages)
* **Reflective statement of teaching**: Candidates will describe teaching growth since tenure that could include new courses taught, courses modified, new pedagogies, contributions to the University’s curriculum and analysis of student evaluations since receiving tenure or since being hired at the Associate Professor rank. (no more than 7 pages) Required appendices: course evaluations from two courses each semester since receiving tenure or since being hired at the Associate Professor rank.
* **Reflective statement on service to department, University, and external community**: Candidates will describe and explain their service agenda as well as significant contributions to their department and the University since receiving tenure or since being hired at the Associate Professor rank. Candidates should emphasize the leadership roles they have played at the institution (no more than 7 pages).
* **Reflective statement of scholarship/professional development**: Candidates will describe their research agenda and explain their scholarship/creative work that has brought recognition to themselves and the University since receiving tenure or since being hired at the Associate Professor rank. This statement should include peer reviewed publications, participation in professional organizations, presentations, grants, consulting and any works in progress. (no more than 7 pages)
* **Required appendices**: All publications or their equivalent since receiving tenure or since being hired at the Associate Professor rank.
* **Concluding statement**: Candidate will project his/her contributions to the further growth and the development of the University and its mission. (no more than 2 pages)

1. Professional Recommendations: The portfolio should include letters of recommendation that discuss the candidate’s overall contributions to the University and/or professional reputation since receiving tenure or since being hired at the Associate Professor rank. Authors should deliver their signed letters in PDF form to the Office of Academic Affairs before September 1st. Candidates will solicit letters from:

* Department Chair, or the Dean if the candidate is the Chair.
* Three Cabrini faculty members, one of whom is a full professor. Two of the letters must be from faculty members outside the candidate’s department. Candidates cannot solicit letters from current members of the PTB.
* Optional letters from members of the University staff other than the Provost/VPAA. (no more than three)

1. At least one outside external evaluator who is an expert in the candidate’s relevant field and who will review the candidate’s professional reputation and vitality. Portfolio Elements solicited by Academic Affairs/PTB:

* By July 15, the candidate will be asked to submit a list of all University groups (with names of Committee Chairs) on which they have served since tenure. From this list, the candidate will indicate which two Committee Chairs (or alternate faculty evaluator if the candidate is/was the chair) the candidate would like to write on his/her behalf. Jointly, the PTB and the Provost/VPAA will select and solicit forms from up to two additional Committee Chairs/evaluators for inclusion in the portfolio. The PTB Chair, using a standardized form, will solicit Committee Member Evaluation Forms from all selected chairs.
* The PTB will pick a second outside external evaluator who is an expert in the candidate’s relevant academic field and who will review the candidate’s professional reputation and vitality from a list of at least three provided by the candidate at his/her informational meeting with PTB and Provost/VPAA before the end of the spring semester.

1. Evaluation procedure:

* By May 1, the candidate will submit his/her written intention to stand for promotion to professor to the Office of Academic Affairs.
* Before the end of the spring semester, the candidate will meet with the Chair of the PTB and the Provost/ VPAA to discuss promotion procedure and the development of the portfolio.
* By September 1, the candidate will submit his/her portfolio to the Office of Academic Affairs.
* The PTB and Provost/VPAA will review the portfolio separately.
* On or before November 15, the PTB will meet with the Provost/VPAA to share their findings.
* By December 1, the PTB and Provost /VPAA will present their separate recommendations for consideration by the President.
* After reviewing the recommendations and the candidate’s portfolio, the President will notify the candidate of his/her decision by January 15.
* If the President denies promotion, the faculty member may submit an appeal to the Grievance Committee (see section 2.10.0).

1. Evaluation criteria: Candidates for promotion to professor are evaluated on the basis of excellence in the following categories: teaching performance, service to the department and University, and scholarship/professional vitality. A candidate’s performance in each category is based on their performance and accomplishments since receiving tenure or since being hired at the Associate Professor rank. In each category, candidates will be evaluated as “Exceeding Expectations,” “Meets Expectations,” and “Does Not Meet Expectations.” Candidates must attain at least “Meets Expectations” in all three categories to be promoted to professor. The evaluation criteria are:

* Verification of an appropriate terminal degree
* Verification of years as an Associate Professor or years of full-time teaching.
* Review and evaluation of all narrative statements and documents within the portfolio.
* Review and evaluation of student course evaluations and other assessments as appropriate to the candidate’s teaching.
* Review of the quality of the candidate’s committee service, the leadership he/she has provided the department and University, and the contributions he or she has made to advance the mission of the University.
* Review of written statements by faculty and staff attesting to the candidate’s leadership and to the contributions the candidate has made to the University.
* Review of the candidate’s peer-reviewed publications or their equivalent, participation in professional organizations, presentations, grants and other forms of scholarship.
* Evaluation of the candidate’s contribution to his/her academic field or discipline.
* Review of the external evaluators’ written statements and their evaluation of the candidate’s contribution to scholarship in their academic field or discipline

### 2.5.5 Non-Tenure/Rolling Contract Track Reappointment and Review

###### Faculty in annual or multi-year non-tenure contracts, and faculty in rolling contracts may be reappointed upon the recommendation of the Chair and the Dean and with the approval of the Provost/VPAA following the same format prescribed for first-year tenure/rolling contract candidates. Faculty members who have already served at least one year as a full-time faculty member will update the developmental plan that was developed in prior years. Written notification of intention of reappointment or non-reappointment for the next academic year will be sent to the candidate by the Provost/VPAA no later than March 1. Reappointment, like promotion or tenure, is never automatic and may only be granted by affirmative act of the University.

### 2.5.6 Part-time Faculty Reappointment and Review

Part-time faculty in lecturer positions are reappointed upon the recommendation of the Chair or Program Coordinator, based on an evaluation of course evaluations, classroom observations, and performance of other contractual responsibilities, and with the approval of the Provost/VPAA. If a reappointment is not approved or there is no University need for the position, the Chair will inform the faculty member in a timely manner.

### 2.5.7 Advancement Within Rank

In order to encourage and recognize extraordinary work by tenured faculty after reaching the rank of Professor, faculty may apply for advancement within rank. A faculty member with Full Professor status may receive advancement within rank any time after the latter of five years since either promotion; or prior advancement within rank. Ordinarily the application for Advancement within Rank would be tied to the Five-Year Anniversary Conference, although there may be exceptions.

A Professor applying for advancement within rank will be held to the same criteria as for promotion to Professor, as listed in the current year’s Faculty Handbook.

#### 2.5.7.1 Advancement Within Rank Policies

Recognition of advancement within rank would be made as in the case of promotion and tenure. Advancement should represent a culmination of extraordinary efforts or projects that have not been previously acknowledged by promotion or a prior Advancement Within Rank award. Extraordinary work must be demonstrated in at least one of the three areas normally evaluated for promotion: teaching excellence, scholarly or professional involvement and achievement, and service to the student body, university and wider community. It is expected that extraordinary work in any single area is matched with documented evidence that the faculty member meets expectations in the other two areas.

#### 2.5.7.2 Advancement Within Rank Procedure

The candidate notifies the Office of the Provost and Vice-President for Academic Affairs in writing of his/her intent to stand for advancement within rank by September 15. The candidate prepares a portfolio and supporting documents with an emphasis on what has been accomplished since the previous promotion or advancement in rank following these procedures:

By February 15, the faculty member will submit the electronic portfolio to the Office of the Provost. The electronic portfolio includes the following:

* 1. Title Page – Name, department, date, academic year, year of promotion to Full Professor
  2. Professional Vitae.
  3. Narrative Section.

Introductory Statement. The candidate will describe his/her contributions to advancing the mission of the University since their promotion to Full Professor or most recent advancement within rank

Body. The candidate will then expand that perspective in terms of teaching, service, scholarship/professional vitality (sections I, II, III) in a maximum of six double-spaced pages (in 12-point font) per topic

1. Teaching

* Reflective Statement of Teaching to include a description of breadth of courses taught, pedagogy, alternate methods of content delivery, and contributions to the University’s various curricula;
* Two student course evaluations for the same course offered in different semesters from three different courses (a total of six evaluations)

1. Service

* Reflective Summary of Department and University, and external community Service to include a description of advising, committee work, administrative work, and involvement with student activities

1. Scholarship/Professional Vitality

* Reflective Statement of Professional Vitality to include a description of scholarship and/or creative work, professional organization participation, seminar and convention attendance, research, publishing and public presentations, grants, consulting, and relevant service in the community. The candidate should explain their role and contribution to any multiple-authored publications or other works.
* Full copies of the candidate’s publications
* Documentation/representation of the candidate’s presentations or projects

Concluding Statement. The candidate will project his/her contributions to the future growth and development of the University (no more than two pages).

* 1. Professional Recommendations

Letter of Recommendations are required from Department Chair and the Dean. Other letters are only required if necessary to demonstrate extraordinary work.

The PTB and Provost/VPAA will review the portfolio and supporting documents on or before April 1. The Board recommendation includes the vote of the PTB and a summary of the reasons for its recommendation. The Provost and Vice President for Academic Affairs will forward this recommendation to the President by April 15. The final decision rests with the President. The Provost and Vice President for Academic Affairs will notify the candidate of the President’s decision prior to May 1.

Should a request for promotion be denied, the President shall send a written explanation to the applicant. If the submission is denied, the faculty member may submit an appeal to the Grievance Committee only if they believe that a violation of the process has occurred. The Committee evaluates the grieved decision for manifest unfairness in the process and determines whether to convene a Hearing Committee to hear the grievance.

When an application for advancement is approved, the increase in the faculty member’s base salary will take effect with the beginning of the next regular appointment.

## 2.6.0 Separation/Termination of Employment

### 2.6.1 Voluntary Separation

#### 2.6.1.1 Retirement

Retirement is a voluntary termination after a career of academic service at the University. Faculty members relinquish tenure when they no longer have full-time teaching status at the University.

Faculty members should, if possible, submit a written notice of intention to retire to their Chair and Provost/VPAA one year prior to retirement or as soon as the faculty member decides to retire, for purposes of allowing the University adequate time to respond to the decision in the best interests of the students and the department or program that will be experiencing the vacancy. The Provost/VPAA will notify appropriate University offices, but it is also the responsibility of the faculty member to contact Office of Human Resources to discuss the retirement process and final salary payout schedules and changes to benefit availability (See Section 2.3.1.3).

At various times, the University has offered retirement incentives, available during specified and temporary time periods, to faculty who have served the University for a minimum defined number of years. Faculty members may be eligible for such benefits, which are subject to change in the discretion of the University.

#### 2.6.1.2 Resignation

Faculty who have signed and returned a contract for an academic semester or year are expected to fulfill their contractual obligations to the University, but faculty members needing to resign should make every effort to do so within 30 days of signing the original contract to minimize effect upon students and the University. A faculty member who decides to resign for any reason is obligated to give immediate written notification to the Provost/VPAA, who will then notify the Chair and appropriate University offices.

Upon resignation, the faculty member relinquishes rights to all University services and benefits. A final paycheck for the percentage of contract served will be issued during the next pay period. The University retains the right to seek remuneration for costs incurred by the breaking of the employment contract.

### 2.6.2 Involuntary Separation

Non-tenured faculty may also separate or be terminated because of one of the following conditions:

* Separation due to contract completion without reappointment consistent with University processes
* Termination due to financial exigencies as declared by the Board of Trustees or in circumstances of bona fide, demonstrable financial stress in order to avert a situation of financial exigency
* Termination due to closure or reduction of programs and/or academic or administrative units, as approved by the Board of Trustees
* Termination due to malfeasance or conduct not meeting University ethical or other professional expectations applicable to Cabrini University faculty
* Termination due to incompetence or inadequate performance
* Termination for other cause

Tenured/rolling contract faculty may also terminated because of one of the following conditions:

* Financial exigencies as declared by the Board of Trustees or in circumstances of bona fide, demonstrable financial stress in order to avert a situation of financial exigency
* Closure or reduction of programs and/or academic or administrative units as approved by the Board of Trustees
* Malfeasance or conduct not meeting University ethical or other professional expectations applicable to Cabrini University faculty
* Gross incompetence or inadequate performance
* Other cause

If the University intends to terminate or suspend a faculty member involuntarily for performance reasons during the term of a contract or while on tenure/rolling contract status, an appropriate administrative officer shall first discuss the situation with the faculty member. Upon request, the President or his/her designate shall provide the individual with a statement of reasons for termination or suspension. The University may then terminate or suspend the faculty member immediately by written notice to the faculty member.

Tenured/rolling contract faculty dismissed for financial exigencies, severe financial stress, or closure or reduction of programs, academic or administrative units, as approved by the Board of Trustees, shall, if possible, remain employed by the University for a minimum of one academic year from the date of notification and retain all rights and privileges of University faculty and employees until that time. Evidence for these reasons must be *bona fide,* and the University will not hire a replacement for this position for a period of three years from the final termination date, unless necessary to fulfill the fundamental requirements of the academic program.

A final paycheck for monies owed may be issued during the pay period immediately following termination.

Burden of proof rests with the University in cases where a faculty member is dismissed or suspended for conduct reasons, job performance reasons, or cause that does not include financial exigencies, financial stress, or closure or reduction of programs.

Upon termination, the faculty member relinquishes rights to all University services and benefits. A final paycheck for the percentage of contract served will be issued during the next pay period or as determined at the time of hire.

In all cases, faculty may appeal their dismissal pursuant to the grievance policies of the University (See Section 2.10.0).

2.6.3 – Modification of Timelines or Procedures in Extraordinary Circumstances

## 2.7.0 Faculty Workload and Working Conditions

Workload is defined as the total of the instructional and other scholarly and professional service rendered to the University by its faculty. All faculty, regardless of rank, are expected to respect and further the mission of the University as it is expressed in the Mission and Goals Statements in the Introduction of this *Faculty Handbook*. The University reserves the right to redefine workloads and working conditions, in consultation with the Faculty [appropriate committee] and consistent with its commitment to shared governance.

### 2.7.1 Full-Time Faculty

#### 2.7.1.1 Term of Employment

Members of the Faculty receive a nine-month contract that is generally concurrent with the traditional fall/spring academic year and is payable over a 12-month period (26 biweekly pay periods) unless otherwise stipulated contractually. The University does not require teaching responsibilities on the part of full-time faculty members during the Winterim or Summer terms, but it is understood that the University’s need to prepare for upcoming semesters may require some limited faculty involvement during these months.

#### 2.7.1.2 Teaching

Effective teaching is a primary faculty responsibility that requires continued professional development in scholarly ability, mastery of subject matter, and use of pedagogies that facilitate learning. Faculty are encouraged to demonstrate effective teaching by contributing to the development of department courses, the University’s core curriculum, and other academic and co-curricular programs. Effective teaching is determined by Provost/VPAA evaluations, Chair, and/or department colleague evaluations, self-reports, and standardized evaluation instruments.

#### 2.7.1.2.1 Teaching Load

The standard full-time teaching load is 12 credits or its equivalent during each of the fall and spring semesters. Credit awarded for other class formats (*e.g.*, laboratories, studio courses, internships, directed study, team-taught courses) is determined by the Provost/VPAA using University-prescribed guidelines.

Faculty members may choose, but are not required, to teach overloads/additional courses based on department need. Overloads of more than one three- or four-credit course during each of the fall and spring semesters should be approved by the Provost/VPAA. Courses taught during the Winterim and Summer terms are not generally considered part of the standard load, but credit assignment throughout the year may be subject to the priorities of the institution.

Chairs and others with similar responsibilities may be compensated for their efforts based on a matrix, to be determined, that provides for an equitable system of compensation. If course release is awarded, faculty members must teach a minimum of six credits per academic semester to retain Regular Faculty status (Section 2.2.1).

##### 2.7.1.2.2 Teaching Responsibilities

In addition to the expected instruction and assessment associated with teaching, for each student enrolled in a course, faculty must:

* provide a copy of a course syllabus within the first week of class that clearly states course learning objectives and outcomes as outlined in the University Catalog, course requirements, assessment tools, and policies related to academic honesty, attendance requirements, Accessibility Resource Center policy, etc.   
  Copies of each syllabus also must be submitted to the Chair, who then electronically uploads all copies of syllabuses in his/her department for the records of the Office of Academic Affairs each semester.
* maintain an accurate record of attendance until the last day of the Add/Drop period and notify the Registrar of sporadic or non-attendance so the University may adhere to state and federal financial aid dispersal policies
* notify the Office of Academic Affairs of poor student performance by submission of first-year student early assessments, warning notices, etc., throughout the semester
* accommodate students as directed by the Accessibility Resource Center (ARC) and National Collegiate Athletic Association (NCAA) policies (see, in particular, Sections 3.3.2 and 3.3.3.3)
* assign final grades for all students enrolled in courses and submit same to the Office of the Registrar no later than 48 hours after exam completion

Faculty are required to maintain a minimum of four regularly scheduled office hours per week each semester and are expected to be present on campus at least four days a week, except as otherwise agreed with the University.

#### 2.7.1.3 Advising

All full-time faculty share the responsibility for the advising of students in academic and co-curricular matters.   
Advising has several forms, including but not limited to the following:

* advising students in the major
* advising first-year students
* advising student clubs and organizations
* advising students in assignments outside the classroom (*e.g.*, internships)
* working with the Office of Admissions in student recruitment
* and assisting students in other academic initiatives such as the pursuit of academic scholarships, internships, career, and graduate/professional school applications, etc.

*Major advisors* discuss and approve advisees' academic rosters each semester prior to registration, supervise changes in advisees' rosters, and monitor students' academic progress. Faculty advisors should be familiar with important academic policy information and the requirements for earning the degree according to core and major requirements. Advising responsibilities are established to meet departmental and institutional needs. Chairs are expected to assign equitable advising loads to all members of their department.

*First-year student advisors* are selected by the staff in the Center for Student Success, in consultation with the School Deans, and may receive a supplemental contract and compensation for services. First-year advisor duties include the following:

* attending events such as Matriculation and Orientation
* teaching COL 101, College Success Seminar
* attending COL 101 planning meetings and faculty development workshops organized by the Center for Student Success
* reviewing academic performance (*e.g.*, review of transcripts and online warning notices and discussion of strategies to improve performance) of their advisees
* meeting with their advisees to select appropriate courses for subsequent semesters, to change class schedules, sign forms, provide guidance with academic issues or refer students to various University support services as needed
* and assisting their advisees in selection and declaration of majors

*Advisors to Student Organizations* are required for all recognized and registered student clubs and organizations and must come from the ranks of the faculty, staff or administration of Cabrini University. The advisor’s primary responsibility is to assist in the growth and development of students involved with the organization, to help them apply their classroom learning to real world situations, sound decision-making and problem-solving, and to help students to exercise creativity and hone their leadership skills.

The level of involvement of an advisor is an individual decision depending upon the needs of the organization in question, and different organizations require different levels of advisor commitment. Generally, the University expects that student organization advisors will engage in the following activities:

* advise and assist the group to the fullest extent, while respecting the right of the student members to establish organizational policies and make group decisions
* work with the organization to ensure that policies are followed and the welfare of student participants is protected
* attend periodic meetings sponsored by the Center for Student Engagement and Leadership to keep advisors informed about current issues of importance to student organizations
* and be present during activities sponsored by the organization, to serve as a resource if required and to intercede in the event of an emergency

Effective advising is determined by self-reports, standardized evaluation instruments, Chair and/or colleague evaluations, and Provost/VPAA assessments.

***2.7.1.4 Service***

All full-time faculty members are expected to be active participants in the life and governance of the University and to contribute their talents and expertise to the mission and the social justice orientation of the University and to the external community. The University expects all full-time faculty to contribute to their department, the university, and the external community. All full-time faculty members are expected to serve on governance committees/councils/boards, and/or significant, non-governance committees. After consultation with their chair and dean, faculty are encouraged to provide service that matches their interests and talents with the needs of the internal and external communities. Tenure-track faculty members should specify their plans for service in their developmental plans.

***2.7.1.4.1 Departmental Service***

Service to the Department may include participation in department meetings, course/major planning and development, design and implementation of department assessments plans and periodic program evaluations, oversight of equipment or facilities, student recruitment, advising of department majors and minors, moderation of departmental clubs or societies, coordination of special events, and other duties as required by the department and/or school.

***2.7.1.4.2 University Service***

Service to the University for all full-time faculty in their second and subsequent years of hire includes substantial contribution and participation in shared governance on an annual basis. Service includes committee work involving all facets of the University, participation in faculty meetings, workshops and University events, moderation of University clubs and societies, and active engagement in promoting the mission of the University including involvement in community.

Faculty are also expected to participate in the Matriculation Ceremony, the Honors Convocation, and Commencement Weekend activities. In the absence of unusual circumstances (*e.g.*, simultaneous meeting scheduling, illness, emergency), committee members are expected to attend all regularly scheduled meetings in order to fulfill their responsibility to the governance system. In the event of chronic absences, the Committee/Subcommittee/Board Chair, in consultation with the faculty member, the faculty member’s department chair, and the NAB, may request a replacement or identify a remedy for the situation.

***2.7.1.4.3 Service to the External Community***

In keeping with the legacy of Mother Cabrini and our mission as a Catholic University, faculty are encouraged to engage in service to the external community in ways that are distinct from professional vitality.

#### 2.7.1.5 Professional Development and Scholarship

Faculty are expected to engage in the process of professional development. This development may include published research in refereed journals, invited essays, books or book chapters, book or literature reviews, monographs, scholarly editing, presentations at conferences, juried exhibitions of creative work, musical or theatrical performances, video or multimedia productions, or other forms of generally recognized academic endeavors.

Contributions to teaching in the form of pedagogical innovation, preparation and delivery of new courses, collaborative student-faculty research, demonstrated leadership in academic affairs, meaningful involvement in professional associations, and the attainment of advanced degrees or other forms of continuing education experiences are also valued by the University.

#### 2.7.1.6 Outside Employment

Full-time faculty members may engage in part-time outside employment, whether professional, instructional, or otherwise, as long as such outside work does not interfere with normal contractual duties and full-time commitment to the University.

Faculty members receiving a regular salary/compensation from outside employment requiring more than the equivalent of one day per work week are required to obtain prior approval from the Provost/VPAA before undertaking such commitments. All activities may be reviewed with the Provost/VPAA during annual/periodic evaluation conferences or as appropriate.

### 2.7.2 Part-Time Faculty

#### 3.7.2.1 Term of Employment

The faculty contract for part-time appointments is on a course-by-course basis and is payable bi-weekly during the semester. Part-time faculty are required to complete teaching evaluations (Section 3.5.0) as part of their contract renewal.

#### 2.7.2.2 Teaching

##### 2.7.2.2.1 Teaching Load

Part-time faculty may not exceed nine credits per semester and fifteen credits overall during the fall and spring semesters. The Chair and Provost/VPAA may approve exceptions to this policy in situations of exceptional departmental need.

##### 2.7.2.2.2 Teaching Responsibilities

Part-time appointees have the same classroom responsibilities as indicated for full-time faculty. Part-time faculty must be available to assist students with their academic needs either by appointment or regularly scheduled office hours.

### 2.7.3 Department Chairs

#### 2.7.3.1 Duties and Responsibilities

In general, Chairs are ultimately responsible for the contribution their departments make to the academic quality of the University. In particular, the University depends upon the Chairs to serve as department leaders and establish curricula and other ancillary services that advance the mission of the University. Key duties include the following:

* curriculum planning and program oversight
* revising of the University *Catalogs*
* class scheduling
* planning, implementing, and using student learning outcome assessments for program improvement purposes
* assessing departmental efficacy and overseeing the program review process
* hiring of full-time and part-time faculty
* evaluating faculty performance
* assigning students for advising
* representing the department on University committees
* developing and overseeing departmental budgets

### 2.7.4 Program Coordinators

Program Coordinators, appointed by the Provost/VPAA, are selected to assist Chairs with specific course offerings, scheduling, budgeting, faculty hiring, advising, etc., and report directly to the Chair. Program Coordinators are hired on a semester-by-semester basis and may receive a supplemental contract and compensation.

### 2.7.5 Working Conditions

In addition to standard compensation and benefits (See Section 2.8.0), Cabrini University typically provides each full-time faculty member with an office on the University campus, a computer, printer access, faculty support (*e.g.*, secretarial services, technology support), and a budget, managed through his/her Chair, for teaching and office supplies.

### 2.7.7 Intellectual Property Statement

Preamble: This Intellectual Property Statement sets forth Cabrini University’s current position with respect to the ownership of and responsibility for intellectual property created by the faculty. Although at the present time Cabrini University does not anticipate substantial modifications to this Statement, Cabrini University, upon written notice to the faculty, reserves the right to amend this Statement as it deems appropriate for the good of the institution. This Statement should be understood as a unilateral policy of Cabrini University and not as an agreement between Cabrini University and its faculty.

1. “Intellectual property” is defined for purposes of this Statement as any original work of authorship created by an individual or group of individuals, be it presented in written, oral, recorded, visual, or digital form. Intellectual property includes that which may be protected by copyright law or patent law.   
     
   Examples of such copyrightable work include, but are not limited to, those materials identified as copyrightable subject matter by 17 U.S.C. §§ 101 and 102, such as syllabi, lectures, performances, articles, books, periodicals, manuscripts, computer programs, artwork, web pages (regardless of the ownership of the server on which they are stored), film, video or sound recordings, digital presentations, class handouts, projects and notes, policy statements, course and academic program design.   
     
   Examples of patentable work include, but are not limited to, those materials identified as patentable subject matter by 35 U.S.C. §§ 100 and 101, such as inventions, processes, and machines.
2. Although Cabrini University would be within its legal rights to claim that intellectual property produced by faculty members as employees of Cabrini University are “works made for hire” under the Copyright Act and that Cabrini University is entitled to certain patent rights in inventions made by faculty members, except as is otherwise set forth in this Intellectual Property Statement and unless and until this Statement is revised by Cabrini University,   
     
   Cabrini University will permit faculty members, regardless of classification, to retain ownership of intellectual property that they create, individually or jointly with others. Cabrini University is not responsible for the costs or fees associated with perfecting the faculty member’s registration of ownership of his or her intellectual property with the appropriate governmental authority, including costs or fees associated with registering copyright in a particular work or applying for patent registration.
3. Pursuant to this Statement, Cabrini University will not assert that the method of course delivery or use of Cabrini University’s technological resources in creating, duplicating or posting intellectual property transfers ownership of intellectual property to Cabrini University. Except as may be otherwise separately negotiated between the faculty member and Cabrini University, all material subject to this Statement will remain the property of the individual who produced it (or remain the joint property of joint authors who produced it), regardless of where the material is stored or who owns the tools used to produce it. Ownership of intellectual property by faculty members pursuant to this Statement is limited by the following:

a. Notwithstanding the rights granted by Cabrini University to faculty members in course materials pursuant to this Statement, each faculty member shall provide Cabrini University with a copy of all course descriptions and syllabi used by the faculty member at Cabrini University, and Cabrini University shall retain a non-exclusive, royalty-free, perpetual, irrevocable right to use, display, copy, distribute, modify and prepare derivative works of such descriptions and syllabi for any purpose, including, by way of example, for use by other faculty members teaching sections of the same or similar courses, by future faculty members in developing similar courses if and when a faculty member departs, and in the development of distance learning courses.

b. In order to preserve the integrity of Cabrini’s academic programs, administrative structure, and governance, work produced by faculty members as part of an administrative duty or committee work remains the exclusive property of the University.   
  
All such work is a “work made for hire” under the Copyright Act. Notwithstanding the foregoing, faculty members who work on specific administrative tasks or committee tasks may retain and reuse materials that they have prepared as part of their administrative or committee tasks (other than materials that include confidential information about the University or its faculty, staff or students) in connection with subsequent employment.

Pursuant to this Statement, the awarding of special grants or allocation of special funds beyond normal salary to encourage faculty to produce specific intellectual work does not automatically result in the retention of intellectual property rights by Cabrini University, except as otherwise provided under the terms of the grant, allocation of special funds or other agreement between Cabrini and the faculty member.   
  
Pursuant to this Statement, therefore, faculty members will obtain copyright as authors unless, for example, the work is created under a grant or sponsored program that specifies ownership rights in Cabrini University or some entity other than the faculty member, or is the subject of a contract modifying ownership rights.

4. An individual faculty member and the administration on a case-by-case basis may enter into written contracts that charge the individual faculty member with creating a project specifically for Cabrini that will be owned entirely by the University. In the event there is no written contract, pursuant to this Statement, intellectual property will be owned by the individual faculty members participating in the project as set forth above.   
  
 To maintain the stability of Cabrini’s distance learning curriculum, the University may need to retain ownership of distance learning course materials. In such cases, Cabrini University will contract with faculty members and third parties in order to obtain such materials. In any event, Cabrini University, pursuant to Section 3a of this Statement, may use course descriptions and syllabuses to develop such distance learning materials without any obligation, financial or otherwise, to the faculty member that created such course descriptions and syllabi.

5. Pursuant to this Statement, unless otherwise agreed to in a written contract, as between a faculty member and Cabrini University, all proceeds from the license or transfer of the faculty member’s intellectual property, as defined above, shall belong to the faculty member.

6. As professionals, faculty members are fully responsible for the intellectual property that they create and use in their capacity as teachers at Cabrini University, including but not limited to making certain that they have the rights necessary from third party intellectual property owners to conduct their courses, post course materials, and engage in the other teaching activities in connection with their responsibilities at Cabrini University.   
  
If a third party claims that a faculty member has infringed any intellectual property rights in connection with his or her teaching at Cabrini University, the faculty member shall indemnify and hold Cabrini University harmless from and against any such claim, including but not limited to claims related to plagiarism, posting of materials on the Internet or any website, and illegal duplication of copyrighted material.

### 2.7.8 Conflict of Interest Policy

1. A member of the faculty may have a significant investment or interest, or hold an official position, in an outside firm or organization. Such an economic or official relationship is of concern if 1) the firm or organization is engaged in activities which parallel activities in which the University is currently or prospectively engaged and in which the faculty member plays (or might appropriately play) a role in an academic capacity; or 2) the firm or organization has a present or prospective relationship with the University, e.g., as a supplier of goods or services or as a party to a research contract, and the conduct of that relationship may involve the faculty member in his academic capacity. In either of these situations the faculty member shall be required to report the facts and circumstances to the Provost so that appropriate steps may be taken to avoid a conflict of interest with faculty.
2. A number of other existing University policies pertaining to conflict of interest apply to faculty members and may be found at the university portal or website and Employee Handbook.

## 2.8.0 Faculty Compensation

### 2.8.1 Full-time Faculty

The University is committed to providing equitable salaries and benefits to all full-time faculty using national II-B Institution annual salary guidelines as reported by the AAUP.

### 2.8.2 Annual Salary and Benefits

Full-time faculty receive an annual salary in compensation for teaching a standard 12/12 load, ongoing professional development, advising, and departmental and University service. Additionally, the University, when possible, will make efforts to follow AAUP guidelines that suggest no more than six course preparations per year. Original annual salaries are determined by the Provost/VPAA, with approval of the President, based on initial faculty rank and prior professional and teaching experience.

Annual salary adjustments may be provided by the University based on availability of financial resources. Adjustments may include any or all of the following:

* across-the-board pay raises related to the costs of living
* equity adjustments within ranks based on AAUP national II-B Institution benchmarks
* increases related to promotion
* compensation to recognize faculty contributions to strategic priorities of the University

Faculty are required to teach on dates specified by the Academic Calendar for a given semester. Eligible full-time faculty receive as additional compensation the annual benefits package available to all University employees. This package may include medical, vision, dental, and life insurance, short- and long-term disability coverage, sick leave, tuition remission, and a retirement plan (403b defined contribution plan), as well as the right to purchase upgraded policies or additional coverage for family members. Please contact the HR Office for a description of University-Funded Plans and for a description of other University Benefits.)

In addition to the University-wide Budget Advisory Council, which includes faculty representation, the faculty may form its own committee to develop and submit salary and benefit recommendations to the Provost/VPAA. The Provost/VPAA is responsible for forwarding these recommendations to the appropriate University committees and administrators, including the President and the Vice President, Finance and Treasurer.

The University also reserves the right, in extraordinary circumstances, to reduce faculty salaries to address serious financial stress or to reduce individual salaries to address serious performance or conduct issues. The University will consult with appropriate faculty governance committees before making any salary decreases consequent to serious financial stress on the part of the institution.

### 2.8.3 Teaching Overload

Full-time faculty are eligible to receive additional compensation for some instructional services offered to the University beyond the standard 12/12 load. Instructional services may include faculty/student interactions in which faculty instruct and assess student performance and students receive credit towards graduation (*e.g.*, teach a traditional course, oversee directed study or supervise internship students). Faculty can teach no more than 4 overload credits per semester with their Chair’s approval. In extraordinary circumstances, faculty can appeal to teach a second overload per semester with the Provost/VPAA’s approval. Overload teaching does not increase benefit levels.

For a traditional lecture course, faculty are compensated on a per credit basis using the University's current pay scale based on course level (*e.g.*, undergraduate courses are paid at the undergraduate course rate). Guidelines and salaries for nontraditional courses are determined by the Office of Academic Affairs.

### 2.8.4 Additional Duties

On a case-by-case basis, faculty may receive compensation or a reduction in teaching load for administrative duties beyond their standard contractual agreement with the University as determined by a matrix to be developed. Examples of additional duties include:

* service as Chair or Program Coordinator
* service as an advisor beyond normal department expectations, *e.g.*, first-year student advisor, study abroad program advisor
* facilitation of undergraduate research
* substantial committee leadership and service
* service as a grant coordinator with substantial grant-related duties

## 2.9.0 Faculty Development

### 2.9.1 Orientation

New full-time faculty members participate in a comprehensive, year-long orientation program implemented by the Office of Academic Affairs. This program begins with an orientation preceding the fall semester introducing new faculty members to Cabrini University—its heritage and traditions, its faculty and staff, its educational philosophy and practice, and its faculty and student support services.

Topics and activities may include the following:

* the Cabrinian heritage of the University and the history of the Woodcrest estate
* the University’s mission, focusing on community service and social justice
* a community plunge experience with community partners
* meetings with probationary faculty who discuss their own experiences as new faculty members
* discussions with the Provost/VPAA and Deans on pedagogical strategies, learning outcomes, and roles and responsibilities for new faculty members
* technology policies and information
* policies and procedures of the Registrar’s Office, School’s faculty support, and Holy Spirit Library
* meetings with academic support staff with whom they will interact and collaborate, and meetings with members of the President’s Cabinet to gain an overview of the total University organization and functional structure

After this orientation, new faculty may meet as a cohort throughout the fall and spring semesters.

The Faculty Development and Events Committee may provide guidance during the first year. New faculty members may be assigned a faculty mentor as a resource during the first year. The Committee also organizes various workshops and provides documents on subjects of interest to new faculty.

Staff from the Office of Human Resources meet with each new faculty member individually to discuss pay schedules, benefits, and policies relevant to all University employees.

### 2.9.2 Faculty Development Workshops

Two major faculty development workshops per academic year are sponsored throughout the year by the Office of Academic Affairs in conjunction with the Faculty Development and Events Committee on topics ranging from pedagogical strategies and the general education program to timely University-wide and strategic-planning initiatives.

Faculty workshops are also offered throughout the year on an as-needed basis by various faculty and student support offices and through The Southeastern Pennsylvania Consortium for Higher Education (SEPCHE).

### 2.9.3 Faculty Development Funding

Various forms of funding to support attendance at discipline-specific conferences, workshops, and courses or other scholarly endeavors are made available through the Office of Academic Affairs to promote excellence in teaching and professional growth.

Examples of such funding include the following:

* Departmental funds available to each full-time faculty member for travel, conference attendance, and professional development
* Supplemental funds obtained by application to the Provost/VPAA   
  Typically, these funds are limited to faculty who are presenting their scholarly/creative works at regional, national, and international conferences/venues or to faculty playing key roles on certain University committees. Total funds available are dependent on the financial resources available to the Provost/VPAA and are awarded at his/her discretion.
* Grants obtained from the Faculty Grants, Initiatives, and Sabbaticals Subcommittee through a competitive application process. A call for applications will be sent out during the fall semester of each academic year, with funds dispersed during the spring semester of that academic year. Grant recipients are expected to present the outcomes of their work at Faculty Forums open to the University community. Total funds are dependent on the financial resources available to the Subcommittee and the number of applicants during the academic year.
* Special funds through endowments or local, state, or federal grants received by the University.  
  The Provost/VPAA or his/her designee will be responsible for advertising the availability of such funds to appropriate individuals and selecting awardees/recipients.

### 2.9.4 Sabbatical Leave

The purpose of sabbatical leave is to provide for a faculty member’s professional advancement and his/her professional growth and intellectual enrichment not realistic under the demands of a normal teaching load. This may include execution of meaningful research/creative projects in his/her field or other activities that are mutually beneficial to the faculty member and the University.

The University will make every effort to provide a sabbatical leave to eligible faculty as long as the proposed sabbatical activity will benefit both the University and the professional development of the faculty member, but sabbatical leave is not guaranteed and may be granted or conditioned in the sound discretion of the University.

#### 2.9.4.1 Eligibility

Tenured and rolling contract faculty who have successfully completed seven years of full-time teaching or its equivalent at Cabrini University are eligible to apply for sabbatical leaves. A faculty member who has taken sabbatical leave will be eligible to apply for subsequent leaves no earlier than the seventh year of full-time teaching following his/her return from the previous sabbatical leave.

For example, if a faculty member applies for leave by October 2015 and leave is granted during the 2016–17 academic year, the faculty member may reapply no sooner than October 2023 for subsequent leave during 2024–25.

The total number of sabbatical leaves awarded during any given year shall be determined in accordance with the University’s financial resources, its educational priorities and the availability of replacement personnel for the period affected by the applications. Awarding of sabbaticals is competitive.

In certain cases, the University may request that a faculty member delay the sabbatical, normally for one or two years. For example, more than one member of a department may be eligible for sabbatical leave in the same year, or the department may need the services of a particular faculty member (*e.g.*, as Department Chair).

#### 2.9.4.2 Procedure

The faculty member requesting sabbatical leave should submit a sabbatical application (which has been signed and approved by his/her Chair) to the Provost/VPAA for evaluation by the Faculty Professional Topics Committee by Oct. 1 of the academic year preceding the one in which the sabbatical leave is to be taken.

The Committee will review all applications and rank them based on three criteria:

1. contribution to the University
2. contribution of leave activities to the faculty member's professional growth and scholarship
3. realistic completion of project

Taking into consideration the applicant's previous number of sabbaticals, the Committee will present its recommendations to the Provost/VPAA by Dec. 1. The Provost/VPAA will submit a final report with his/her recommendations to the President, who will then make the final awards prior to Feb. 1.

At the end of the sabbatical leave, the faculty member returning from sabbatical must provide a written report of activities undertaken while on sabbatical to the Subcommittee with a copy to both the Provost/VPAA and President. A faculty member must also complete full-time faculty responsibilities, including full-time teaching obligations, for at least one year following a sabbatical. If a faculty member declines to return from a sabbatical or resign from the University before serving for one additional year, the individual will unless otherwise agreed with the University be required to repay the University for all sabbatical salary and other costs incurred by the University in the situation. This commitment and other terms and conditions of the sabbatical will be set forth in a written sabbatical agreement signed by the faculty member prior to the commencement of the sabbatical.

#### 2.9.4.3 Salary

There are two categories of sabbaticals: 1) half-year sabbaticals, and 2) full-year sabbaticals. The half-year sabbatical may be taken for full salary, while the full-year sabbatical may be taken with half salary distributed over 26 biweekly pay periods. All faculty rights are continued during this leave including full participation in the University benefits and pension plan. The leave is counted towards the faculty member’s years in rank.

Total salary compensation for sabbatical employment should not exceed the faculty member's regular salary, but additional compensation directly related to expenses associated with the sabbatical activities (*e.g.*, travel money, housing allowance) is allowed.

#### 2.9.4.4 Grounds For Declining to Grant Sabbatical

Taking into consideration the recommendations of the Faculty Grants, Initiatives, and Sabbaticals Subcommittee and the Provost/VPAA, the President may decline a faculty member’s application for sabbatical.

If the application is declined for reasons relating to available financial resources, the faculty member shall be informed as to when he or she may reasonably expect to be granted a sabbatical. In the event that a sabbatical is declined for other reasons (*e.g.*, quality of proposed work, faculty's current involvement in key strategic initiatives), the applicant should be informed in writing of the specific reasons the proposal has been declined.

#### 2.9.4.5 Service to University

For the duration of an approved sabbatical, faculty relinquish all committee and subcommittee service responsibilities including chair positions. If a faculty-elected committee chair is scheduled for sabbatical, the Nominating and Appointment Board will prepare nominations and hold an election for this interim position.

If an internally-elected subcommittee chair is scheduled for sabbatical, the committee will organize the nomination and election of an interim chair from the existing members. If an appointed subcommittee chair is scheduled for sabbatical, the individual responsible for the chair appointment will choose another from those currently serving on the subcommittee.

All vacant chair positions must be filled prior to the start of the sabbatical. A faculty member's time on sabbatical counts toward term of service on elected and nominated committees.

### 2.9.5 Professional Leave of Absence

A faculty member may request an unpaid leave of absence for reasons that will benefit both the faculty member's professional development and the University. Reasons may include, but are not limited to, serving as a visiting scholar (*e.g.*, Fulbright) or assisting in civic or industrial projects related to the faculty member’s area of expertise.

Leaves of absence will not be counted towards years in rank or for tenure/promotion determination and faculty members are not eligible to receive University benefits during the leave period.

## 2.10.0 Grievance

**2.10.1 Faculty Grievance Committee**

Faculty grievance procedures are the special province of the Faculty Grievance Committee (the “Grievance Committee”). The Grievance Committee reviews the grievances of faculty concerning the process by which decisions are made by the University (“grieved decisions”). Faculty is defined as those serving pursuant to Section 1.0.8 “Faculty,” consisting of all full-time, regular teaching faculty, and those serving pursuant to Section 2.3.8 “Part-time Faculty."

A "grievance" is defined as an allegation by a faculty member or group of faculty members that there has been an alleged breach, misrepresentation, or misapplication of University procedure as set forth in the Faculty Handbook. Subject to the exceptions described below, grievances may include, but are not limited to, alleged procedural violations concerning the following:

* promotion,
* tenure/rolling contracts,
* faculty-specific procedures set forth in Chapter 2 of this Faculty Handbook
* annual review,
* academic freedom and free speech,
* the propriety or proportionality of remediation or of sanctions.

The Grievance Committee does not review concerns or complaints related to alleged violations of University policies regarding discrimination, harassment, retaliation due to protected activity, or other employment policies of the University that are not specific to the faculty (collectively referenced as "non-grievable policy allegations"). The Grievance Committee also does not review promotion and tenure decisions or contract decisions, except to the extent the grievance alleges failure to follow a specific Faculty Handbook procedure in connection with the University decision. The Grievance Committee and decision-makers during a grievance process will not substitute their academic judgment for that of the University representatives charged with evaluating the qualifications of a faculty member for promotion, tenure, or contract continuation. Grievances that are not reviewable under this Grievance procedure, or portions of grievances that are not reviewable, are referred to the University’s Title IX process or other relevant Human Resources procedure.

When a grievance raises a grievable issue of alleged failure to follow a specific Faculty Handbook procedure but also raises a non-grievable policy allegation relating to the same employment action or decision, it may be necessary to sequence processes or reviews to meet federal compliance obligations; for instance, it may be necessary for the grievance first to be investigated under the University's Title IX Policy before Grievance Committee consideration of an alleged policy violation. All grievances filed with the Grievance Committee should therefore be copied to the President's Office at the time they are filed with the Grievance Committee.

The Grievance Committee will evaluate the grieved decision to determine whether it falls within the definition of "grievance" set forth in this subsection or should, instead, be forwarded to other offices within the University. The President or designee will also make a parallel determination as to whether the grievance requires investigation or review, either before or after the Grievance Committee considers it, for purposes of assuring legal compliance as well as full and fair decision-making. The President or designee will consult with the Grievance Committee Chair before making any sequencing determination and will communicate an appropriate sequence for investigation and review of the grievance in writing to the Grievance Committee and the parties.

If the grievance is deemed properly directed to the Grievance Committee and appropriate to proceed in the first instance before the Grievance Committee, the Grievance Committee will evaluate the grieved decision on a preliminary basis to determine whether it alleges facts suggesting a manifest unfairness in the process and whether a Hearing Committee should therefore be convened to hear the grievance.

2.10.2 Faculty Grievance Committee Membership

Membership of the Grievance Committee consists of (a) three faculty who hold tenure or have a rolling contract and (b) one alternate, who will also be a tenured/rolling contract faculty member and who will serve in the event one of the elected members cannot serve in a particular matter due to conflict of interest, concerns about the appearance of impropriety, or other compelling reasons. Grievance Committee members are elected by the Faculty Assembly and serve a two-year term. Membership is staggered so that at least one member possesses a year of service on the Grievance Committee. Members may not serve on the PTB and the Grievance Committee at the same time, and only one member of a department may serve on the Grievance Committee in any given year. The members of the Grievance Committee, other than the alternate, elect the Chair, and the Grievance Committee meets as work requires. It is the responsibility of the Grievance Committee to process grievances from any regular full-time or part-time faculty member or group of such faculty.

**2.10.3 Process for Filing a Grievance**a) Within thirty (30) business days of a grieved event, the grievant must submit to the Chair of the Committee a written grievance. The Committee shall not consider written grievances received after the above time limit, except pursuant to an extension granted under Section 3.10.3 below.

The written grievance should set forth in detail (i) the rationale for filing the grievance (insofar as possible), (ii) the specific Faculty Handbook procedure or procedures constituting the source of the alleged violation, (iii) the party against whom the grievance is directed, prior informal efforts to settle the grievance (if any), (iv) the relief/remedy sought by the grievant, (v) any other complaints made by the grievant within the University about the incident or decision being grieved, and (vi) any other data the grievant deems pertinent. The Committee will immediately share a copy of the grievance with the Provost/VPAA (or designee, if the grievance challenges conduct of the VPAA) and with the party against whom the grievance is directed.

b) All parties involved in a grievance are protected under any adverse employment action caused by participation in the grievance process as a grievant, as the respondent to a grievance, as a witness, or as a participant in any phase of the grievance process or final resolution of a grievance.

c) Disputes under this Policy are best resolved in an atmosphere of trust and confidentiality. Therefore, and to the fullest extent permitted by law, confidentiality must be maintained, with grievances shared only with the parties, their counsel or support persons, or with those having a need to know (e.g., the Provost/VPAA, the President) – all of whom should also maintain confidentiality during a grievance process.

d) Unless otherwise noted in this Section 2.10 process, timelines shall be computed in "business days," with a "business day" defined as a Monday through Friday during the time when the University is open (emergency closings and Universities holidays therefore being exempted). The time period for the receipt of written grievances may be extended for good cause by the Grievance Committee, following consultation with the proposed grievant and the VPAA, if a written notice of intent to file a grievance is received by the Chair of the Grievance Committee within the thirty (30) business day period specified above. Such an extension shall not exceed an additional ten (10) business days.  
  
e) Within ten (10) business days after receipt of the grievance, and subject to any sequencing determination by the President or designee, the Chair shall convene the Grievance Committee. The Chair will provide the Committee members and alternate, as appropriate, with all of the materials supplied by the grievant, which materials will also be provided to the VPAA.

The Grievance Committee will make the threshold determinations described in Section 2.10.1 above as to whether the grievance is properly considered under this Section and whether it states facts suggesting that a manifest unfairness may have occurred and that a Hearing Committee should be convened.

f) Before convening a hearing committee, the Grievance Committee will try to resolve the grievance by an informal resolution process if both parties agree and if the Grievance Committee considers the matter appropriate for informal resolution. Parties are not required to agree to an informal resolution process and their unwillingness to do so shall not be construed against them during any portion of the grievance process.

If the parties so agree, the Committee will meet with each party individually, as well as having the option of holding joint meetings with the parties if the parties agree. The purpose of these meetings will be to clarify issues, collect relevant facts, provide for the exchange of documents and information, and mediate a mutually-satisfactory resolution of the grievance, if possible. All respondents will be permitted to review and comment in writing upon the written submission and exhibits offered by the grievant.

**2.10.4 The Hearing Committee**

If no resolution is reached through informal means, or if the Grievance Committee decides that an informal resolution process is not appropriate, the Chair of the Grievance Committee will appoint a formal Grievance Hearing Committee and serve as the presiding (non-voting) officer of that Hearing Committee. The Hearing Committee will determine whether the information adduced during the hearing process substantiates a manifestly unfair breach, misrepresentation, or application of University procedure as set forth in the Faculty Handbook in connection with the decision or University action under review.

The Hearing Committee shall consist of one full-time tenured/rolling contract faculty member chosen by the grievant, one full-time tenured/rolling contract faculty member chosen by the President or Provost, who will first consult with the party against whom the grievance is directed, and one full-time tenured/rolling contract faculty member not seated on the PTB or the Committee and chosen by lot by the Hearing Committee presiding officer from the available pool of remaining full-time tenured/rolling contract faculty. Each side in the hearing will have the right to one discretionary challenge regarding the member chosen by lot. Except in extraordinary circumstances, the Grievance Committee must establish the Hearing Committee within twenty (20) business days of the Grievance Committee’s first meeting on the case. Once constituted, the Hearing Committee must then hear the case before ten (10) business days elapse, except in circumstances where the Grievance Committee extends this timeline as follows.

If it is the decision of the Grievance Committee that circumstances warrant a different or extended time schedule for commencement or completion of the hearing in order to achieve a full and fair hearing of the grievance, the Grievance Committee will consult with the Hearing Committee, as well as the grievant, the party against whom the grievance is filed, and the VPAA, and then notify the Hearing Committee, parties, and VPAA in writing of any revised schedule.

**2.10.5 Hearing Committee Process**

Confidentiality. The hearing shall be conducted in private. All parties are bound by confidentiality to the fullest extent permitted by law, except that either party may consult with such advisors (defined below) as may be appropriate to the circumstances. The party consulting an advisor shall inform him or her of the requirement for confidentiality. Employees who participate in a grievance hearing, as well as the University itself, are subject not only to the confidentiality requirements of this grievance procedure but also to other legal confidentiality requirements applicable to the University, its staff, and its faculty (such as those required by FERPA, the Americans with Disabilities Act, and state privacy laws). Participants in a grievance hearing should strictly maintain confidentiality in the interests of maximizing the dispute-resolution value of the grievance, minimizing legal risk to participants, and ensuring the University's continuing compliance with applicable law.

New Information and Documentation. Prior to the hearing, and when new information arises during the hearing, the University will cooperate with the Hearing Committee and with the parties in securing witnesses and making available documentation as well as other information requested by either party, subject to legal confidentiality constraints.

Order and Scope of Presentations Before Hearing Committee. During the hearing, the grievant shall speak first and, as determined by the presiding officer, be afforded ample time to frame the issue(s), present any relevant testimony or evidence, question appropriate University administrators or faculty member(s), and request appropriate relief. Upon conclusion of the grievant’s presentation, the representative of the University or faculty member(s) constituting the grieved party shall have the same opportunity and time to present the case of the University or faculty member(s). Immediately following this, the grievant will be granted an opportunity to rebut the presentation of the University administrator or faculty member(s). The administrator or faculty member(s) may then rebut the issues the grievant raised in his/her rebuttal. All parties to the grievance will have the right to present witnesses and evidence subject to reasonable conditions that the Hearing Committee may impose (as set forth below).

Right to Cross-Examine; Written Statements. During the hearing, all parties will have the right to cross-examine witnesses in a respectful fashion. When a witness has made a written statement and cannot or will not appear, but the Hearing Committee determines that it will nonetheless consider the statement in the interests of conducting a full and fair grievance hearing, the Hearing Committee will identify the witness, disclose the statement to all parties, and, if possible, provide for written questioning of the witness. The Hearing Committee will grant appropriate continuances to enable either party to investigate evidence or for any other appropriate reason. Every effort will be made to obtain the most reliable information on which to base a hearing committee recommendation.

Management of Hearing. During the hearing, the presiding officer will be responsible for moderating the proceedings and conducting the hearing in a fair, equitable, and respectful manner. The presiding officer may set reasonable time or scope limitations upon a party's presentation of information or evidence, questioning of the opposing party, or rebuttal. This is not a legal proceeding and the parties and Hearing Committee are not constrained by judicial evidence requirements; however, the presiding officer may make reasonable and parallel determinations as to the relevance and scope of the information being presented and is authorized to limit irrelevant, inflammatory, or cumulative information, questioning, or cross-examination.

Presence and Role of Advisors. During the hearing, both parties may be accompanied by an advisor who is a full-time employee of the University. Advisors serve as support for parties and will not directly pose questions, advocate on behalf of the party being advised, or communicate directly with the Hearing Committee except with the explicit permission of the Committee. No outside advisors are permitted for either party except as required by law.

Components of Report and Recommended Disposition. In all cases except dismissal for cause or suspension, the burden of substantiating a procedural violation shall be on the grievant. The determination of the Hearing Committee (hereinafter “report and recommended disposition”) will summarize the findings of the Committee and make a recommended disposition of the grievance to the final decision-maker.

The report and recommended disposition must be based solely on the record and pertinent University procedures as set forth in the Faculty Handbook. A majority of the members of the Hearing Committee must concur in the report and recommended disposition; if no resolution can be reached, the presiding officer of the Hearing Committee will so report to the Grievance Committee and President and the grievance process will therefore conclude, subject to the limited rights to recommence the grievance process set forth in Section 2.10.5.1 below.

Record of Hearing Committee Proceedings. The Hearing Committee shall create an audio recording and transcript of the hearing, using a platform that includes auto-transcription as well as audio recording of the proceedings, to create a reliable written as well as audio record. The audio recording and transcript will be forwarded to the Chair of the Grievance Committee, as well as to the final decision-maker upon request, after the conclusion of the hearing.

Circulation and Filing of Hearing Committee's Report and Recommended Disposition. Within ten (10) business days after the conclusion of the hearing, the presiding officer of the Hearing Committee shall send copies of the Hearing Committee’s report and recommended disposition to the grievant, the party against whom the grievance is directed, the Grievance Committee members, the Provost/VPAA, and the President. The Provost/VPAA will place the report and recommended disposition in the grievant's file. If the President is a direct party in the first instance to the grievance, or if the grievance is based on a University decision to deny a tenure or rolling contract, the Chair of the Hearing Committee will forward the report and recommended disposition to the Chairperson of the Educational Quality Committee of the Board of Trustees as well.

**2.10.5.1. A Faculty Member/Grieved Party’s Additional Redress; Final Decision.**

If the party responding to the grievance (i.e., the grieved party) is a faculty member and the Hearing Committee report and recommended disposition does not find in his/her favor, then the grieved party may initiate the Faculty Grievance Process anew. This is only permissible (a) where a material procedural defect in the grievance process outlined above can be demonstrated, or (b) where new material evidence in the matter was not previously available through no fault of the grieved party at the time of the original hearing. The grieved party cannot initiate the Faculty Grievance process anew for reasons of disagreement with the substance of the Hearing Committee’s report and recommendation.

In starting the process anew, the burden of substantiation (in this instance, of demonstrating a policy violation) is on the formerly grieved party (and now the "new grievant"). The process used is the same as the provisions set forth in Section 2.10.5, up to the point of selection of the Hearing Committee (section 2.10.4). The "new grievant" (formerly the grieved party) may then select the same or a new representative for the Hearing Committee, the now-grieved party (formerly the grievant) may select the same or a new representative for the Hearing Committee, and the President or Provost will then select a third member chosen by lot, who should not be the same as the third member involved in the first hearing.

If the "new grievant" (formerly grieved party) fails to prevail a second time before the Hearing Committee, the new grievant may then appeal, using the process set forth in section 2.10.6 below and moving the report and recommendation to final determination by the President.

If no appeal is filed by either party to the grievance, the President, designee, or Board (as the case may be) will make a final written decision upon the report and recommended disposition as set forth in Section 2.10.7 below.

If an appeal is filed, a final decision will be postponed pending the appeal as set forth in Section 2.10.6 below.

**2.10.6 Appeal of the Hearing Committee’s Decision**

Either the grievant or grieved party, within ten (10) business days of the receipt of the report and recommended disposition of the Hearing Committee, may file a written appeal to the President. The appeal shall not exceed 25 double-spaced pages and shall clearly explain the grounds on which the grievant or grieved party believes that the Hearing Committee erred. The President shall review the report and recommended disposition, as well as the audio recording or transcript, and respond in writing within twenty (20) business days. If no appeal is filed by the grievant or grieved party under this Section, the President will proceed to render a final written decision upon the Hearing Committee's report and recommended disposition as further discussed in Section 2.10.7 below. The President's final decision will be circulated to the parties to the grievance and to the Provost/VPAA. The President’s final decision upon a grievance will state the grounds for the decision and serve as the final determination within the institution regarding the grievance, except where (i) the President is a direct party in the first instance to the grievance, or (ii) the grievance challenges a tenure/rolling contract decision. In those two discrete circumstances, a direct appeal may be filed to the Chairperson of the Educational Quality Committee of the Board of Trustees under this Section and subject to the procedure that follows.

A direct appeal may be filed by the grievant or grieved party with the Chairperson of the Educational Quality Committee of the Board of Trustees within ten (10) business days of the receipt of the Hearing Committee’s report and recommended disposition. The direct appeal shall not exceed 25 double-spaced pages and shall clearly explain the grounds on which the grievant or grieved party believes that the Hearing Committee erred. The Educational Quality Committee of the Board of Trustees may review the audio and transcript, as well as any other materials generated during the grievance process in the Board Committee's discretion, and render a final written decision, stating the grounds for the decision, within twenty (20) business days after receipt of the appeal. This decision will be circulated to the parties to the grievance, as well as to the President and Provost/VPAA, and it represents the final

decision upon the grievance within the institution. In all direct appeals to the Educational Quality

Committee of the Board of Trustees, any member of the Committee that is also a direct party in the first

instance to the grievance will recuse themselves from participation in the review of the case and

determination of the final disposition of the grievance.

**2.10.7 Responsibilities and Legal Rights for All Parties in All Grievances**If neither party appeals the Hearing Committee's report and recommended disposition as set forth in Section 2.10.6 above, the President or Educational Quality Committee of the Board of Trustees will proceed to enter a final decision upon the grievance. In this circumstance, the decision-maker will usually adopt the recommendation of the Hearing Committee, but the decision-maker retains the discretion to render a different final decision if the decision-maker believes that the information and evidence adduced during the hearing process so warrants. Before deviating from the Hearing Committee's recommendation in this circumstance, which should rarely occur, the decision maker will consult with the Hearing Committee.

Time is of the essence during a grievance process, and it is also important that the University render a full and fair decision upon the grievance. During the above steps in the grievance process, the Grievance Committee, Hearing Committee, and decision-makers will make every effort to meet all applicable timelines, including the timelines set forth above for concluding the hearing and rendering recommendations or final decisions. If the committee or decision-maker considering the grievance cannot or does not meet a deadline, the parties will be advised and the committee or decision-maker will make every effort to identify and meet a revised timeline, in the best interests of all parties and the University. This revised timeline will be communicated in writing to the parties. If a party to a grievance believes that delays or extensions of time are undermining that party's rights under this Policy, that party has the right to petition the next level of the grievance process, requesting that the next level (a) hear or decide the grievance directly; or (b) direct the committee to complete its work by a date certain.

A party's failure at any step of this procedure to appeal or pursue a grievance to the next level within the specified time limits, or within such additional period of time as may be granted by the relevant committee or decision-maker for good cause shown, shall be deemed to be acceptance of the report and recommended disposition and will, as noted above, usually result in the decision-maker's adopting the recommendations of the Grievance or Hearing Committee, as the case may be.

If a grievant or the University proceeds directly with a legal action in the court of law, the University administration reserves the right to terminate its internal grievance process.

**2.11.0. Indemnification and Defense of Faculty Members**

A. Application. This Policy was established to indemnify a faculty member against whom a legal proceeding is instituted or threatened to be instituted as a result of acts or omission the faculty member took while acting within the scope of his or her employment at Cabrini University, including its subsidiaries and affiliates.

B. Policy. Except as prohibited by law or as excluded in Section C below, it is the policy of Cabrini University to furnish faculty members with expenses and payment of judgments, fines, penalties, settlements and any other expenses, including legal fees, actually and reasonably incurred by faculty under the following conditions:

1*.* Where the faculty member is the subject of or threatened with an external legal or administrative action, suit, formal investigative order, or proceeding, whether civil, criminal, or administrative in nature (such action, suit, order, or proceeding hereinafter being referred to as an "Action"), because of acts or omissions by the faculty member taken on behalf of the University or by reason of the faculty member's having served as an authorized member of a University committee, panel, or board, including grievance, promotion, or tenure-related committees; as the Chair of a department or leader of an academic unit; or as an authorized University representative to an entity outside the University; and  
  
2. Where the external complaint or threatened claim concerns alleged conduct or omissions by the faculty member while the faculty member was acting within the scope of their employment and in performance of their authorized or assigned duties in good faith and in a manner that the faculty member reasonably believe to be in, or not opposed to, the best interests of the University (and, with respect to any criminal proceeding, where the faculty member had no reason to believe such conduct was illegal).  
  
3. In deciding whether a faculty member will be indemnified under this Policy, the University shall presume that the faculty member acted in good faith and within the scope of his or her employment until evidence to the contrary indicates otherwise, provided, however, that no faculty member shall be entitled to indemnification pursuant to this Article in any instance in which the action or failure to take action giving rise to the claim for indemnification is determined by a court to have constituted willful misconduct, gross negligence, recklessness, or failure to comply with clear University rules, policies, or procedures.  
  
4. In the sole and absolute discretion of the University and its insurer, a faculty member may also be offered legal defense (or ongoing reimbursement of legal fees), subject to conditions set forth in Section D(2) & (3) below and in the relevant insurance policy.  
  
C. Exclusions. The following exclusions apply to this Policy:   
  
1. This Policy shall not, among other things, extend to faculty for actions arising from their consulting or other outside professional or business activities beyond the scope of the employee's University duties. Acts or failures to act by faculty members rendering medical, nursing, legal, or other professional services not within the scope of their employment or not part of their authorized or assigned University duties also are not covered by this Policy.   
  
2. The University will not indemnify a faculty member (a) in the event that the action or proceeding for which defense/indemnification is requested is brought by, on behalf of, or in the right of, the University; or (b) in the event that, in the action or proceeding upon a covered action, the faculty member is or becomes aligned as a party adverse to the University or is or becomes a plaintiff or cross-claimant suing the University or any other affiliated entity.

3. The protections in this Policy also shall not extend to indemnification of an employee for expenses arising from an internal University proceeding. Internal proceedings are those that are conducted by the University internally under University policies and procedures.

4. A faculty member may request indemnification in an internal proceeding that arises from allegations made by an outside individual, agency, organization or interest group, if the outside party is already represented by legal counsel in the proceeding. The University may, in its sole discretion, grant or deny such request, and if granted, may impose such conditions as the University deems appropriate.

5. Indemnification and/or defense under this Policy shall not be provided with respect to actions, claims, or circumstances that are specifically excluded from coverage under the University's Educators Legal Liability Policy or other applicable policies in effect at the time a claim is made or liability is found.

6. In addition, indemnification shall not be available to a faculty member to the extent that any damage or loss is indemnifiable under other insurance covering the faculty member.

D. Other Conditions and Rights Under this Policy

1. Indemnification are conditional upon (a) the delivery to the Office of the Provost the original or a copy of any summons, complaint, process, notice, demand or pleading within 7 working days after service of such document upon the faculty member; and (b) a determination by the Board to extend indemnification and using the approval procedure set forth in Section 9 of the University Bylaws.

2. As noted, the University may in its sole and absolute discretion, provide a legal defense or reimburse the costs of attorneys' fees on an ongoing basis, as well as providing indemnification to faculty members under this Policy. In such circumstances, the University must, as a condition to this defense commitment, be given the absolute and continuing right to take charge of the claim or litigation, including the right to direct any litigation, appoint counsel, and settle any and all claims in a manner deemed appropriate by the University. 3. The University and its counsel must be given full assistance and continuing cooperation by the faculty member throughout any defense of a covered claim or litigation, as a condition to receiving or continuing indemnification and defense under this Policy.

4. Where the University provides a defense pursuant to Section D (2) above, the University shall give prior notification and opportunity to comment to the faculty member regarding any settlement proposals; the University shall also give reasonable consideration to such comments. To the extent that it is within the University's control, the University shall maintain the confidentiality of all settlement proposals and agreements.

## 2.11.0 Conclusion

Cabrini University has a strong commitment to academic integrity and excellence. The faculty and administration of the University support the AAUP statements on academic freedom and professional ethics.

The faculty personnel policies contained in this chapter establish a living-learning environment that fosters effective teaching, scholarly research and service to the institution as well as outreach to the community.

The purposes of the policies and procedures are to achieve the mission of the University, advance the academic reputation of the institution and enrich the individual intellectual growth of members of the faculty.