

Faculty Handbook

Revised May 2022



Quinnipiac
UNIVERSITY

INTRODUCTION

Quinnipiac University was founded in 1929 and chartered by an act of the Connecticut Legislature in 1947. The charter states that the said corporation shall have all of the powers enumerated in Sections 3382 and 3383 of the general statutes and that the "care, control and disposition of the property and funds of said corporation and the general management of its affairs shall be vested in a Board of Trustees."

The *Faculty Handbook* was first approved by the Board of Trustees on September 23, 2008, and subsequently revised at the end of each academic year since 2010. The Board of Trustees reserves the right to amend or terminate any of the policies, practices and benefits described herein at any time and for any reason, and as such, this Handbook is not an express or implied contract. Except for tenured faculty, employment at the University is at-will.

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I. STATEMENT OF COMMON PURPOSE

Quinnipiac University is known regionally and nationally for its pairing of professional preparation with a traditional liberal arts foundation. Quinnipiac faculty members are teacher-scholars dedicated to both teaching and the pursuit of new knowledge through scholarly inquiry. Through their research, faculty contribute to national and international conversations with other scholars and maintain a vibrant and diverse community for all citizens of the University.

Since its founding, Quinnipiac University has pursued excellence in both its academic programs and the development of its faculty. The University seeks to foster a powerful learning environment where faculty are free to teach the most innovative ideas and students are free to engage in open debate and exchange in their classes. This learning environment is enhanced by the University's commitment to fostering a diverse community comprised of individuals from varied social and cultural backgrounds, and with a multitude of viewpoints.

In order to provide faculty and students with the best possible learning environment, Quinnipiac University recognizes a variety of scholarly roles among the faculty and a variety of service opportunities, all of which are administered in a fair and equitable environment that is fostered by a universal commitment to shared governance.

II. PHILOSOPHY STATEMENT

Quinnipiac University is a community committed to the pursuit of academic excellence and the sustainability of a collegial teaching and learning environment. Faculty members may be on the tenure track or serve as clinical or teaching faculty. The review, promotion and tenure process for all faculty members supports the pursuit of excellence. It has been designed to assess the overall contribution and performance of faculty members in key areas and provides an opportunity for faculty members to receive feedback and mentoring as they advance toward the application for reappointment and/or tenure/promotion. All faculty members are expected to contribute to advancing the missions of their department, school/college, and the university. The university ensures the sustainability of a collegial environment by putting in place mechanisms that support the growth and development of faculty members.

III. UNIVERSITY ORGANIZATION AND POLICY MAKING BODIES

Quinnipiac University was chartered by an act of the Connecticut Legislature in 1947. The charter indicates that the "care, control, and disposition of the property and funds of the University and the general management of its affairs shall be vested in the Board of Trustees."

The President of the University is the chief executive officer of the University and serves *ex officio* as a member of the Board of Trustees. Assisting the President in the administration of the University are various positions who together constitute the President's Cabinet. They include the Provost, Chief Experience Officer, Vice President and Chief of Staff, Vice President for Marketing and Communications, Vice President for Finance and Chief Financial Officer, Vice President of Admissions and Financial Aid, General Counsel and Vice President for Human Resources, Vice President for Equity and Inclusion, and Vice President for Development and Alumni Affairs.

The Provost is the chief academic officer of the University. The Academic Deans provide leadership for governance in their respective schools and colleges, and serve on the Dean's Council, along with other

key personnel, to advise the Provost. The Academic Deans are the chief administrative officers of their respective schools and colleges.

Department chairs¹ provide peer leadership in assuring the quality of academic offerings within their departments. A detailed department chair policy is outlined in this Handbook under Faculty Rights and Responsibilities.

The principal faculty governance body, as established by the Board of Trustees, is the Faculty Senate. In addition to its regular meeting schedule, the Faculty Senate meets with the University President to discuss current and long-range issues of importance to the University. The composition, role, and responsibilities of the Faculty Senate are set forth in the *Constitution and Bylaws of the Faculty Senate*. Primary responsibilities include approval of new degree programs, the general education curriculum, and academic policies. The University faculty as a body does not have independent policy-making powers. It meets at least twice each academic year, and at other times as appropriate, at the call of the Provost, to hear reports on the state of the University, and to provide opportunity for general discussion of matters of interest to the faculty. The Senate has authority to bring the full voting faculty together as a voting body.

IV. ACADEMIC FREEDOM

As an institution of higher education, Quinnipiac University is committed to the concept of academic freedom. Upholding the highest standards of academic freedom is a joint responsibility of the University and all faculty members. All members of the faculty, full or part-time, whether tenured or not, are entitled to academic freedom.

The following principles embody the concept of academic freedom as subscribed to by Quinnipiac University:

1. Every faculty member is entitled to full freedom in research and in publication of results, subject to the adequate performance of their academic duties.
2. Every faculty member is entitled to full freedom in the classroom in discussing their subject, but they should not persistently introduce into their teaching irrelevant matter, whether controversial or not. The intent of this statement is not to discourage what is “controversial.” Controversy is at the heart of the free academic inquiry that this entire statement is designed to foster.

As a faculty member, they should remember that the public may judge their profession and the University 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 a University spokesperson.

V. VOTING RIGHTS

Voting Members

All full-time faculty, with the exception of visiting faculty, are voting members in university, school/college, and department affairs, except where otherwise noted.

A faculty member having a joint appointment will have voting privileges in the department of their principal appointment. The faculty member may participate in the internal affairs of the other

¹In certain instances, a program director may have the duties and responsibilities associated with a department chair if the program is not housed within an academic department.

department in which an appointment is held only at the discretion of that department.

Faculty members on leave of absence or sabbatical from the University retain their voting rights.

VI. FACULTY APPOINTMENTS, REAPPOINTMENTS, PROMOTION, AND TENURE

The term “faculty” or “faculty member” denotes a person or persons having instructional or professional duties in one of the colleges or schools of Quinnipiac University with an appointment at one of the ranks described in this *Faculty Handbook*.

A. Tenure-Track Faculty

1. Tenure-Track Faculty Appointments

Appointments made for faculty who are engaged in teaching, scholarly activity, and service to the University.

2. Terms of Appointments

Initial appointments will be made in accordance with authorized position and budget allocations and the qualifications and terms as described in the *Faculty Handbook*. The initial letter of appointment shall make explicit reference to the *Policy Manual*, *Faculty Handbook*, and *Benefits at a Glance*.

The conditions of appointment and evaluation of the appointee’s qualifications shall accompany all initial tenders of appointment and shall remain unchanged during the term of an individual’s continuous employment at the University.

For the purpose of initial placement, promotion, and tenure, a faculty member may receive credit for professionally relevant non-academic service and/or full-time service at another university beyond the minimum requirements for the appointment rank. The amount of such credit shall be recommended at the time of hiring by the Department Evaluation Committee, agreed to by the Dean of the school/college, approved by the Provost and included in the initial letter of appointment; an exception may be sought as per **Exceptions to Requirements for Appointment, Review, Promotion, and/or Tenure** in the *Faculty Handbook*. Ultimately, it is the candidate’s responsibility to confirm the terms are accurate.

All initial tenders of appointment shall specify the department or area in which a faculty member’s principal responsibilities exist. Changes in a faculty member’s department or area assignment that are not the result of (i) department/program changes, discontinuance, or reduction; (ii) reduction in faculty due to department/program changes; or (iii) compelling financial reasons shall require the approval of the Department Evaluation Committee of the department to which the faculty member is reassigned and shall be made pursuant to the provisions set forth in the *Faculty Handbook*. In such cases, the reassigned faculty member shall retain the rights and privileges of their former faculty status. The reassigned faculty member, if tenured, shall be tenured in the new department, and shall retain the right to return to their original department with tenure, provided that a position is available.

3. Initial Rank and Qualifications for Tenure-Track Faculty Appointments

This section describes the general qualifications for tenure-track faculty ranks at Quinnipiac University. In certain cases, a department may have unique criteria for the rank qualifications for specific disciplines, which shall be agreed upon by the department and appropriate dean.

When a candidate possesses tenure from another institution and has appropriate qualifications, they may have their tenure preserved and be hired with tenure and with rank appropriate to their experience. In order to qualify for tenure preservation, a candidate must be recommended by the hiring DEC, the C/SEC, the Dean, and the Provost. These recommendations are forwarded to the President, who makes the final decision on whether to grant tenure to a new hire. If the hire is primarily an administrative position, this recommendation process begins with the DEC from the candidate's prospective department and continues with the C/SEC, the Dean, the Provost, and the President.

In general, the ranks and qualifications for tenure-track faculty positions are:

Instructor

- a) An earned Master's degree or a post-baccalaureate certification that normally requires thirty semester hours of credit from an appropriately accredited university, if the Master's degree is not the recognized terminal degree in the field;
- or
- b) A Bachelor's degree and certification and/or licensure in the field of appointment, with two years of professional experience or three years of full-time teaching;
- and
- c) The faculty member must demonstrate the potential to achieve excellence in teaching and scholarly or creative activities and as well as a willingness to effectively participate in university affairs.

Assistant Professor

- a) An earned terminal degree in the academic or professional field of appointment from an appropriately accredited university or college;
- or
- b) In fields where the terminal degree is not customary, an appointee must possess an earned Master's degree in the field of appointment and meet other criteria agreed upon in writing by the Department Evaluation Committee, the appropriate Dean, and the Provost;
- and
- c) The faculty member must demonstrate the potential to achieve excellence in teaching and scholarly or creative activities and as well as a willingness to effectively participate in university affairs.

Associate Professor

- a) The degree qualifications as required for the rank of Assistant Professor;
- and
- b) Demonstration of excellence in teaching, significant scholarly or creative activities appropriate to the faculty member's discipline, and demonstration of significant contributions to university affairs;
- and
- c) At least six years of full-time teaching or comparable professional service, at least three of which have been at Assistant Professor or its documented equivalent.

Professor

- a) The degree qualifications as required for the rank of Assistant Professor;
and
- b) Demonstration of excellence in teaching, a continuing record of significant scholarly or creative activities appropriate to the faculty member's discipline, a record of continuing relevant and effective university service and a demonstrated ability for continuing achievement in all areas;
and
- c) At least nine years of full-time teaching or comparable professional experience, at least three years of which have been at Associate Professor or its documented equivalent.

4. Review Schedule for Tenure-Track Faculty Appointments

The review process is designed to assess the overall contribution and performance of the faculty member. It also provides an opportunity for the faculty member to receive feedback and mentoring as they progress toward the application for tenure/promotion. The deadlines for each review are listed in **Appendix A: Tenure Track Faculty Review Schedule** of the *Faculty Handbook*. All reviews must be conducted through the Galaxy platform. Faculty members being evaluated shall bear the responsibility of making certain that all relevant documents are in their personnel file at the time of the evaluation. The normal review schedule for faculty with tenure-track appointments is as follows and is illustrated below in Figure 1:

First Year: A written review by the department chair with the recommendation forwarded to the appropriate Dean, who then forwards the recommendations to the Provost. Faculty members shall submit for review all the appropriate materials since their hiring. In the case of a negative recommendation by the department chair, a formal review involving the Department Evaluation Committee, appropriate Dean, and Provost will be conducted.

Second Year: Formal review involving the Department Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their hiring.

Fourth Year: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their last review.

Tenure and Promotion: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. The Provost will notify the faculty member in writing of the decision. All tenure-track faculty must be reviewed for tenure no later than the sixth year. Faculty at the rank of Assistant Professor are reviewed for both tenure and promotion to Associate Professor in the sixth year. For an early tenure review, a full formal review will be conducted pursuant to the provisions in the *Faculty Handbook*. For tenure reviews, faculty members shall submit for review all the appropriate materials since their hiring. For cases of promotion to Associate Professor, faculty members shall submit for review all the appropriate materials since their hiring. For cases of promotion to Professor, faculty members shall submit for review all the appropriate materials since their promotion to Associate Professor or their hire if they started at the Associate Professor rank.

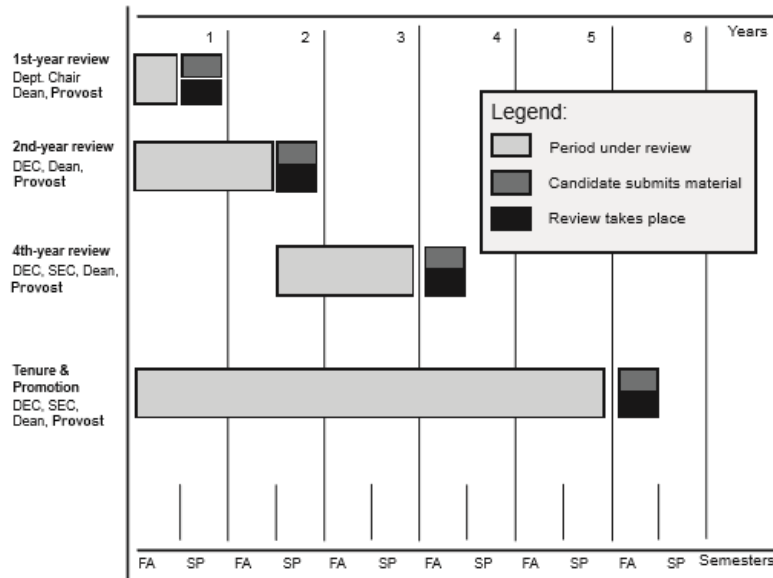
The deadlines for each review are listed in **Appendix A: Tenure Track Faculty Review Schedule** of the *Faculty Handbook*. In the event a faculty member is scheduled for a review and elects to go for promotion in the same academic year, the DEC shall, if possible, conduct one meeting to consider both review and promotion. The SEC/CEC should follow the same procedure, if possible. All recommendations require separate votes. The meeting shall be held in accordance with promotion timelines.

A faculty member may request a one-year delay of second- and fourth-year reviews or of review of tenure with or without promotion to Associate Professor when there is extraordinary hardship, including but not limited to the birth or adoption of a child, and/or when there is the death or serious illness or injury of a child or spouse/life partner, or the faculty member's diagnosis of a serious illness or injury, whether or not the faculty member takes FMLA. The request for extension, with appropriate documentation, must be submitted no later than 60 days before the due date per Appendix A in the Faculty Handbook for the submission of the next review and/or review of tenure with or without promotion to Associate Professor. In the rare case that a compelling reason occurs within the 60 days prior to the due date, the extenuating circumstance may be considered. Requests for extensions must be submitted in writing to the Provost with the Dean of their school/college notified by the faculty member. The request will be considered by the Provost with input from the Dean of their school/college and in accordance with human resources guidelines. The faculty member shall be informed of the Provost's decision within 15 days of the Provost's receipt of the request. In cases of extensions, there is no guarantee that reappointment or tenure with or without promotion to Associate Professor will ultimately be granted. However, the granting of one or more extensions shall not prejudice nor alter the criteria for a faculty member's case for reappointment or tenure with or without promotion to associate professor beyond what is required of faculty members who have received no extensions under this provision. Notwithstanding the above, the application for tenure with or without promotion to Associate Professor must in all cases be submitted per Appendix A no later than the 8th year. If an extension is granted then the review schedule would carry forward to subsequent reviews.

The University shall send individual letters of employment, consistent with and subject to the terms of this *Faculty Handbook*, to all faculty members by May 15th of the preceding academic year.

No letter of employment shall be withheld pending the outcome of internal termination proceedings, but the University's right to terminate for adequate cause shall not be affected by the issuance of an individual letter.

Figure 1. Review schedule for tenure-track faculty



5. Review and Promotion Criteria for Tenure-Track Faculty Ranks

This section describes the qualifications for tenure-track faculty ranks at Quinnipiac University. In certain cases, a department may have unique criteria for the rank qualifications for specific disciplines, which shall be agreed upon by the department and appropriate dean.

The ranks and qualifications for tenure-track faculty positions are listed below.

Assistant Professor

- a) An earned terminal degree in the academic or professional field of appointment from an appropriately accredited university or college;
- or
- b) In fields where the terminal degree is not customary, an appointee must possess an earned Master's degree in the field of appointment and meet other criteria agreed upon in writing by the Department Evaluation Committee, the appropriate Dean, and the Provost;
- and
- c) The faculty member must demonstrate the potential to achieve excellence in teaching and scholarly or creative activities and as well as a willingness to effectively participate in university affairs.

Associate Professor

- a) The degree qualifications as required for the rank of Assistant Professor;
- and
- b) Demonstration of excellence in teaching, significant scholarly or creative activities appropriate to the faculty member's discipline, and demonstration of significant contributions to university affairs;
- and

c) At least six years of full-time teaching at Quinnipiac or comparable professional service previously credited, at least three of which have been at Assistant Professor or its documented equivalent. The review can take place no sooner than after the completion of the faculty member's third year at Quinnipiac at the rank of Assistant Professor or its documented equivalent.

Professor

a) The degree qualifications as required for the rank of Assistant Professor;
and

b) Demonstration of excellence in teaching, a continuing record of significant scholarly or creative activities appropriate to the faculty member's discipline, a record of continuing relevant and effective university service and a demonstrated ability for continuing achievement in all areas;
and

c) At least nine years of full-time teaching at Quinnipiac or comparable professional experience previously credited, at least three years of which have been at Associate Professor or its documented equivalent. Unless otherwise specified in a faculty member's initial employment offer letter, the review can take place no sooner than after the completion of the faculty member's sixth year at Quinnipiac.

6. Residency Requirements for Promotion and Tenure

Faculty should follow the **Review Schedule for Full-Time Tenure-Track Appointments** and **Appendix A: Tenure Track Faculty Review Schedule** of the *Faculty Handbook*, applying for tenure in the sixth year of service at Quinnipiac University. However, a faculty member may be eligible to be evaluated for tenure when they have completed at least three consecutive years of full-time employment at Quinnipiac University, and meet the requirements for the rank of Associate Professor. Faculty members who choose to apply for early tenure should refer to the section below on "Early Tenure" under **Exceptions to Requirements for Appointment, Review, Promotion, and/or Tenure**.

7. Exceptions to Requirements for Appointment, Review, Promotion, and/or Tenure

Quinnipiac University provides mechanisms for a candidate to request an exception from the standard requirements for appointment, review, promotion, and/or tenure. There are four types of exceptions that a candidate can request: Degree, Prior Experience, Early Tenure, and Tenure Preservation. These processes are distinct from each other and are outlined below.

Degree

In the rare instance where an exception to the degree requirements indicated in the Rank and Qualifications sections is requested, the request must be approved by the candidate's department chair and DEC and supported by the appropriate Dean before the request will be considered by the Provost. If the request is approved by the Provost, a document will be uploaded to the candidate's electronic file and made available to all review committees.

Prior Experience

Candidates may be eligible to have prior experience considered at the time of hiring, or at any time prior to requesting promotion/tenure. Any request for an exception by the candidate must be made in writing to the candidate's department chair, approved by the DEC, and supported by the appropriate Dean before the request will be considered by the Provost. If the request is approved by the Provost, a document will be uploaded to the candidate's electronic file and made available to all review committees.

Early Tenure

All faculty members have a single opportunity to apply for tenure. In the case of any negative tenure decision, the faculty member shall receive a terminal one-year contract.

A faculty member may apply for early tenure when they have completed at least three consecutive years of full-time employment at Quinnipiac University and meet the requirements for the rank of Associate Professor. The decision to apply for early tenure rests with the candidate, but it is highly recommended they consult with their chair first regarding departmental, school, and university requirements for tenure.

For faculty members requesting early tenure, the application should include materials that support this request. These materials could include evidence of tenure at another institution (i.e. description of the tenure evaluation process and documentation of the reasons why the candidate was granted tenure), and/or other documentation attesting to why the candidate should be allowed to apply for early tenure. The faculty member's file may also include a prior experience exception, which should be obtained independent of the early tenure process.

Tenure Preservation

When a candidate possesses tenure from another institution and has appropriate qualifications, they may have their tenure preserved and be hired with tenure and with rank appropriate to their experience. In order to qualify for tenure preservation, a candidate must be recommended by the hiring DEC, the C/SEC, the Dean, and the Provost. These recommendations are forwarded to the President who makes the final decision on whether to grant tenure to a new hire. If the hire is primarily an administrative position, this recommendation process begins with the DEC from the candidate's prospective department and continues with the C/SEC, the Dean, the Provost, and the President.

8. University Standards for Promotion and Tenure

Tenure and promotion decisions are based on an assessment of excellence in teaching, scholarship, and service.

The criteria set forth in this section are intended to guide the Department Evaluation Committee, the School/College Evaluation Committee, and all others involved with the evaluation of faculty members. The department or school/college should use this framework to create specific guidelines that reflect the needs/standards of the school/college or department; the standards by which excellence is judged are stipulated separately for each school/college. After promotion and tenure guidelines have been developed by the faculty of a department/school/college and endorsed by the appropriate Dean, they are sent to the Provost for final approval. Any modifications or changes to promotion guidelines must be approved by a majority of the faculty of the relevant department/school/college, by the appropriate Dean, and by the Provost.

In order that the application of the criteria within a particular department and/or school/college be clearly understood by all of its faculty members, each department shall engage in a discussion of the criteria used by its Department Evaluation Committee and its School/College Evaluation Committee for the appointment, review, and promotion of members of its faculty. Such discussions should involve both

the general criteria in this *Faculty Handbook* and whatever other specific criteria are used by a department and/or school/college.

For all ranks, recommendations for the award of promotion or tenure shall include evidence that candidates have consistently performed their duties in a professional and competent manner since the last promotion. In addition, recommendations for promotion or tenure shall include evidence that the candidate has met all of the requirements of the **University Criteria for Tenure and Promotion**. Statements in support of a recommendation for the award of tenure or promotion shall be specific and documented for each requirement (teaching, scholarly activity, and service). Statements in support of a recommendation against tenure or promotion shall be specific and documented.

In the case of a negative tenure decision, the faculty member shall receive a terminal one-year contract.

9. University Criteria for Promotion and Tenure

Educational and Professional Background

A person recommended for promotion to a specific rank shall meet the degree and educational qualifications outlined for that rank in this *Faculty Handbook*.

Effective Teaching

The quality of teaching is the primary consideration in the selection, retention, and promotion of faculty members.

Effective teaching includes excellent classroom performance, organization, development, articulate presentation of subject matter, ability to motivate and involve students in the learning process, and an appropriate respect for the intellectual needs of students.

Excellent performance of teaching is evaluated by observation of the faculty member's classes; by analysis of student course evaluations recorded by a departmentally approved procedure, syllabi, examinations, student research projects or papers, grading practices, reports, and written materials related to the faculty member's courses; by assessment of the faculty member's currency in their field; by assessment of the faculty member's availability to students; and, where required, by evidence of their maintenance of professional certification or licensure.

Academic advisement is evaluated as part of a faculty member's teaching using the criteria delineated in the specific school/college and/or department guidelines.

Scholarly, Creative, and Professional Development

A broad, scholarly knowledge of one's field and significant scholarship or creative work are essential to the mission of the University and to effective teaching.

Evidence of scholarly, creative, and professional development are delineated in the specific school/college promotion, tenure and review criteria.

Contribution to the University

A member of the faculty is expected to actively contribute to the general development of the University.

Evidence of contributions to the University include active service on departmental, school, senate, or university committees; election to and active service on governance bodies within the University; active service to local, state, or federal agencies or community or professional organizations that directly relate to the academic goals of Quinnipiac University; advisement or sponsorship of student organizations; or development of new or innovative programs.

B. Clinical Faculty

1. Clinical Faculty Appointments

Schools or colleges may make clinical faculty appointments that include both academic and/or clinical functions. These appointments may involve workloads that are heavily weighted with activities associated with clinical practice, clinical supervision of student practica, and administration of clinical programs. Academic functions include teaching, service, and may include scholarly or professional activities.

2. Terms of Appointments

Initial appointments will be made in accordance with authorized position and budget allocations and the qualifications and terms as described in the *Faculty Handbook*. The initial letter of appointment shall make explicit reference to the *Policy Manual*, *Faculty Handbook*, and *Benefits at a Glance*.

The conditions of appointment and evaluation of the appointee's qualifications shall accompany all initial tenders of appointment and shall remain unchanged during the term of an individual's continuous employment at the University.

For the purpose of initial placement and promotion, a faculty member may receive credit for professionally relevant non-academic service and/or full-time service at another university beyond the minimum requirements for the appointment rank. The amount of such credit shall be recommended by the Department Evaluation Committee, agreed to by the Dean of the school/college, approved by the Provost, be stated in all initial letters of appointment; an exception may be sought as per **Exceptions to Requirements for Appointment, Review, Promotion, and/or Tenure** in the *Faculty Handbook*. Ultimately, it is the candidate's responsibility to confirm the terms are accurate.

All initial tenders of appointment shall specify the department or area in which a faculty member's principal responsibilities exist. Changes in a faculty member's department or area assignment that are not the result of (i) department/program changes, discontinuance, or reduction, (ii) reduction in faculty due to department/program changes, or (iii) compelling financial reasons shall require the approval of the Department Evaluation Committee of the department to which the faculty member is reassigned and shall be made pursuant to the provisions set forth in the *Faculty Handbook*. In such cases, the reassigned faculty member shall retain the rights and privileges of their former faculty status.

3. Initial Rank and Qualifications for Clinical Faculty Appointments

This section describes the general qualifications for clinical faculty ranks at Quinnipiac University. In certain cases, a department may have unique criteria for the rank qualifications for specific disciplines, which shall be agreed upon by the department and appropriate Dean. In general, the ranks and qualifications for clinical faculty positions are:

Instructor

- a) An earned Master's degree or a post-baccalaureate certification that normally requires thirty semester hours of credit from an appropriately accredited university, if the Master's degree is not the recognized terminal degree in the field;
- or
- b) A Bachelor's degree and certification and/or licensure in the field of appointment, with two years of professional experience or three years of full-time teaching;
- and
- c) The faculty member must demonstrate the potential to achieve excellence in teaching and a willingness to contribute to the university via service;
- and
- d) If required, the faculty member must demonstrate the potential to achieve minimum scholarship requirements of their department's/ college's/school's accrediting agency.

Clinical Assistant Professor

- a) An earned terminal degree in the academic or professional field of appointment from an appropriately accredited university or college;
- or
- b) In fields where the terminal degree is not customary, an appointee must possess an earned Master's degree in the field of appointment and meet other criteria agreed upon in writing by the Department Evaluation Committee, the appropriate Dean, and the Provost;
- and
- c) The faculty member must demonstrate the potential to achieve excellence in teaching and scholarly or creative activities and as well as a willingness to effectively participate in university affairs.

Clinical Associate Professor

- a) The degree qualifications as required for the rank of Clinical Assistant Professor;
- and
- b) Demonstration of excellence in teaching, significant scholarly or creative activities appropriate to the faculty member's discipline, and demonstration of significant contributions to university affairs;
- and
- c) At least six years of full-time teaching or comparable professional service, at least three of which have been at Clinical Assistant Professor or its documented equivalent.

Clinical Professor

- a) The degree qualifications as required for the rank of Clinical Assistant Professor;
- and
- b) Demonstration of excellence in teaching, a continuing record of significant scholarly or creative activities appropriate to the faculty member's discipline, a record of continuing relevant and effective university service and a demonstrated ability for continuing achievement in all areas;
- and
- c) At least nine years of full-time teaching or comparable professional experience, at least three of which have been at Clinical Associate Professor or its documented equivalent.

4. Review Schedule for Clinical Appointments

The review process is designed to assess the overall contribution and performance of the faculty member. It also provides an opportunity for the faculty member to receive feedback and mentoring as

they progress toward the application for promotion. The deadlines for each review are listed in **Appendix B: Clinical Faculty Review Schedule** of the *Faculty Handbook*. All reviews must be conducted through the Galaxy platform. Faculty members being evaluated shall bear the responsibility of making certain that all relevant documents are in their personnel file at the time of the evaluation. The normal review schedule for faculty with clinical appointments is as follows and is illustrated below in Figure 2:

First Year: A written review by the department chair with the recommendation forwarded to the appropriate Dean, who then forwards the recommendations to the Provost. Faculty members shall submit for review all the appropriate materials since their hiring. In the case of a negative recommendation by the department chair, a formal review involving the Department Evaluation Committee, appropriate Dean, and Provost will be conducted.

Second Year: Formal review involving the Department Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their hiring.

Fourth Year: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their last review.

Sixth Year: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their last review.

Promotion: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. The Provost will notify the faculty member in writing of the decision. A clinical faculty member may be eligible to be evaluated for promotion in their sixth year of full-time employment at Quinnipiac University. For cases of promotion to Associate Clinical Professor, faculty members shall submit for review all the appropriate materials since their hiring. For cases of promotion to Clinical Professor, faculty members shall submit for review all the appropriate materials since their promotion to Associate Clinical Professor or their hire if they started at the Associate Clinical Professor rank.

Five Year Reviews: After the sixth year review, clinical faculty are reviewed by the Department Evaluation Committee, appropriate Dean, and Provost every five years. Faculty members shall submit for review all the appropriate materials since their last review. Clinical faculty members who have been promoted by a Quinnipiac University DEC to Associate Professor or Professor are exempt from the five-year review

In the event that a faculty member is scheduled for a review and elects to go for promotion in the same academic year, the DEC shall, if possible, conduct one meeting to consider both review and promotion. The SEC/CEC should follow the same procedure, if possible. All recommendations require separate votes. The meeting shall be held in accordance with promotion timelines.

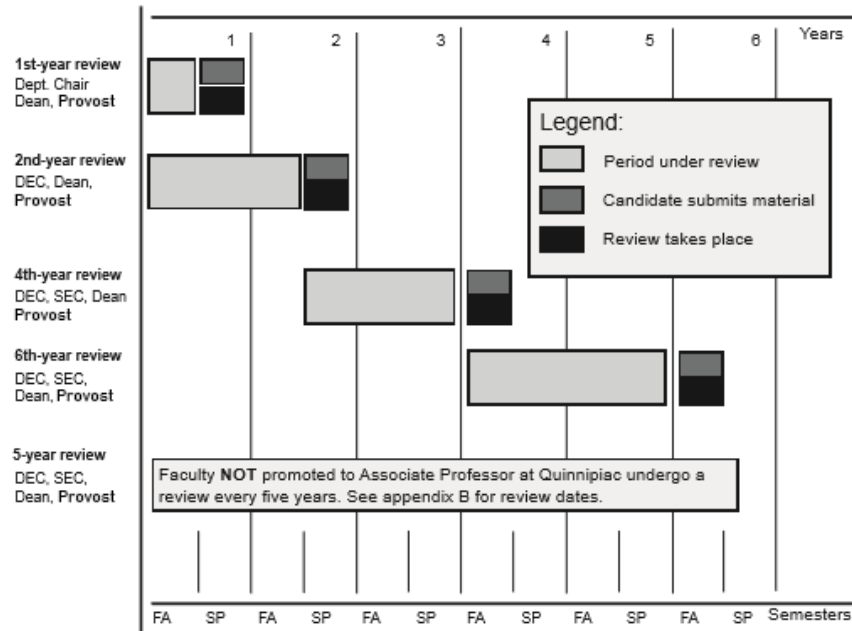
A faculty member may request a one-year delay for second-year, fourth-year, or sixth-year reviews, as well as five-year reviews, when there is extraordinary hardship, including but not limited to the birth or

adoption of a child, and/or when there is the death or serious illness or injury of a child or spouse/life partner, or the faculty member's diagnosis of a serious illness or injury, whether or not the faculty member takes FMLA. The request for extension, with appropriate documentation, must be submitted no later than 60 days before the due date per Appendix B in the Faculty Handbook for the submission of the next review. In the rare case that a compelling reason occurs within the 60 days prior to the due date, the extenuating circumstance may be considered. Requests for extensions must be submitted in writing to the Provost with the dean of their school/college notified by the faculty member. The request will be considered by the Provost with input from the Dean of their school/college and in accordance with human resources guidelines. The faculty member shall be informed of the Provost's decision within 15 days of the Provost's receipt of the request. In cases of extensions, there is no guarantee that reappointment will ultimately be granted. However, the granting of one or more extensions shall not prejudice nor alter the criteria for a faculty member's case for reappointment beyond what is required of faculty members who have received no extensions under this provision. Notwithstanding the above, the application for sixth-year review must in all cases be submitted per Appendix B no later than the 8th year. For faculty members subject to five-year reviews, the application for fifth-year review must in all cases be submitted per Appendix B no later than the 7th year of any given five-year review cycle. If an extension is granted then the review schedule would carry forward to subsequent reviews.

The University shall send individual letters of employment, consistent with and subject to the terms of this *Faculty Handbook*, to all faculty members by May 15th of the preceding academic year.

No individual letter of employment shall be withheld pending the outcome of internal termination proceedings, but the University's right to terminate for adequate cause shall not be affected by the issuance of an individual letter.

Figure 2. Review schedule for clinical faculty



5. Review and Promotion Criteria for Clinical Faculty Ranks

This section describes the qualifications for clinical faculty ranks at Quinnipiac University. In certain cases, a department may have unique criteria for the rank qualifications for specific disciplines that shall be agreed upon by the department and appropriate Dean. The purpose of the review and/or promotion is to assess the overall contribution and performance of the faculty member. The ranks and qualifications for clinical faculty positions are listed below.

Instructor

- a) An earned Master's degree or a post-baccalaureate certification that normally requires thirty semester hours of credit from an appropriately accredited university, if the Master's degree is not the recognized terminal degree in the field;
- or
- b) A Bachelor's degree and certification and/or licensure in the field of appointment, with two years of professional experience or three years of full-time teaching;
- and
- c) The faculty member must demonstrate the potential to achieve excellence in teaching and a willingness to contribute to the university via service;
- and
- d) If required, the faculty member must demonstrate the potential to achieve minimum scholarship requirements of their department's/school's/college's accrediting agency.

Clinical Assistant Professor

- a) An earned terminal degree in the academic or professional field of appointment from an appropriately accredited university or college;
- or
- b) In fields where the terminal degree is not customary, an appointee must possess an earned Master's degree in the field of appointment and meet other criteria agreed upon in writing by the Department Evaluation Committee, the appropriate Dean, and the Provost;
- and
- c) The faculty member must demonstrate the potential to achieve excellence in teaching and scholarly or creative activities, as well as a willingness to effectively participate in university affairs.

Clinical Associate Professor

- a) The degree qualifications as required for the rank of Clinical Assistant Professor;
- and
- b) Demonstration of excellence in teaching, significant scholarly or creative activities appropriate to the faculty member's discipline, and demonstration of significant contributions to university affairs;
- and
- c) At least six years of full-time teaching at Quinnipiac or comparable professional service previously credited, at least three of which have been at Clinical Assistant Professor or its documented equivalent. The review can take place no sooner than after the completion of the faculty member's third year at Quinnipiac at the rank of Clinical Assistant Professor or its documented equivalent.

Clinical Professor

- a) The degree qualifications as required for the rank of Clinical Assistant Professor;
- and
- b) Demonstration of excellence in teaching, a continuing record of significant scholarly or creative activities appropriate to the faculty member's discipline, a record of continuing relevant and effective university service and a demonstrated ability for continuing achievement in all areas;
- and
- c) At least nine years of full-time teaching at Quinnipiac or comparable professional experience previously credited, at least three years of which have been at Clinical Associate Professor or its documented equivalent. The review can take place no sooner than after the completion of the faculty member's sixth year at Quinnipiac.

6. University Standards for Promotion

Promotion decisions for clinical faculty are based on an assessment of excellence in teaching or professional duties, scholarship and/or professional development, and service.

The criteria set forth in this section are intended to guide the Department Evaluation Committee, the School/College Evaluation Committee and all others involved with the evaluation of faculty members. The purpose of these criteria is to call attention to the overall contribution and performance of the faculty member. The department or school/college should use this framework to create specific guidelines that reflect the needs/standards of the school/college or department; the standards by which excellence is judged are stipulated separately for each school/college. After promotion guidelines have been developed by the faculty of a department/school/college and endorsed by the appropriate Dean, they are sent to the Provost for final approval. Any modifications or changes to promotion guidelines

must be approved by a majority of the faculty of the relevant department/school/college, by the appropriate Dean, and by the Provost.

In order that the application of the criteria within a particular department and/or school/college be clearly understood by all of its faculty members, each department shall engage in a discussion of the criteria used by its Department Evaluation Committee and its School/College Evaluation Committee for the appointment, review, and promotion of members of its faculty. Such discussions should involve both the general criteria in this *Faculty Handbook* and whatever other specific criteria are used by a department and school/college.

For all ranks, recommendations for promotion shall include evidence that candidates have consistently performed their duties in a professional and competent manner since the last promotion. Statements in support of a recommendation for promotion shall be specific and documented for each requirement. Statements in support of a recommendation against promotion shall be specific and documented for each requirement.

Recommendations for promotion shall include evidence that candidates have met all of the requirements of the **University Criteria for Promotion** in terms of teaching or professional duty/duties, scholarly activity, creative or professional development, and service, and have consistently performed their duties in a competent and professional manner. Statements in support of a recommendation for promotion shall be specific and documented for all three service areas (teaching or professional duties, scholarly activity, creative or professional development, and service). Recommendations against the award of promotion shall include specific and documented evaluation of teaching or professional duties, scholarly activity, creative or professional development, and service.

7. University Criteria for Promotion

Educational and Professional Background

A person recommended for promotion to a specific rank shall meet the degree and educational qualifications outlined for that rank in this *Faculty Handbook*.

Effective Teaching

The quality of teaching is the primary consideration in the selection, retention, and promotion of faculty members.

Effective teaching includes excellent classroom performance, organization, development, articulate presentation of subject matter, ability to motivate and involve students in the learning process, and an appropriate respect for the intellectual needs of students.

Excellent performance of teaching is evaluated by observation of the faculty member's classes; by analysis of student course evaluations recorded by a departmentally approved procedure, syllabi, examinations, student research projects or papers, grading practices, reports, and written materials related to the faculty member's courses; by assessment of the faculty member's currency in their field; by assessment of the faculty member's availability to students; and, where required, by evidence of their maintenance of professional certification or licensure.

Academic advisement is evaluated as part of a faculty member's teaching using the criteria delineated in the specific school/college and/or department guidelines.

Scholarly, Creative, and Professional Development

A broad, scholarly knowledge of one's field and significant scholarship or creative work are essential to the mission of the University and to effective teaching.

Evidence of scholarly, creative, and professional development are delineated in the specific school/college promotion, tenure and review criteria.

Contribution to the University

A member of the faculty is expected to actively contribute to the general development of the University.

Evidence of contributions to the University include active service on departmental, school, senate, or university committees; election to and active service on governance bodies within the University; active service to local, state, or federal agencies or community or professional organizations that directly relate to the academic goals of Quinnipiac University; advisement or sponsorship of student organizations; or development of new or innovative programs.

C. Teaching Faculty

1. Teaching Faculty Appointments

Schools and colleges may make teaching faculty appointments that have primary duties in teaching. Continuing professional development and contributions to the University are also expected (e.g. service, advisement, development of new or innovative programs, etc.). Scholarship and creative work is not an expectation; however, teaching faculty must meet minimum scholarship/creative requirements set by their department's/school's/college's accrediting agencies. Members may be appointed on a full-time basis with the contractual understanding that each renewal is contingent upon satisfactory performance pertaining to their position description and are dependent on continuing departmental needs. Teaching faculty are eligible for promotion based on the criteria set forth in the *Faculty Handbook* and by the school or college in which the appointment has been made.

2. Terms of Appointments

Initial appointments will be made in accordance with authorized position and budget allocations and the qualifications and terms as described in the *Faculty Handbook*. The initial letter of appointment shall make explicit reference to the *Policy Manual*, *Faculty Handbook*, and *Benefits at a Glance*.

The conditions of appointment and evaluation of the appointee's qualifications shall accompany all initial tenders of appointment and shall remain unchanged during the term of an individual's continuous employment at the University.

For the purpose of initial placement and promotion, a faculty member may receive credit for professionally relevant non-academic service and/or full-time service at another university beyond the minimum requirements for the appointment rank. The amount of such credit shall be recommended at the time of hiring by the Department Evaluation Committee, agreed to by the Dean of the school/college, approved by the Provost and included in the initial letter of appointment; an exception

may be sought as per **Exceptions to Requirements for Appointment, Review, Promotion, and/or Tenure** in the *Faculty Handbook*. Ultimately, it is the candidate's responsibility to confirm the terms are accurate.

All initial tenders of appointment shall specify the department or area in which a faculty member's principal responsibilities exist. Changes in a faculty member's department or area assignment that are not the result of (i) department/program changes, discontinuance, or reduction, (ii) reduction in faculty due to department/program changes, or (iii) compelling financial reasons shall require the approval of the Department Evaluation Committee of the department to which the faculty member is reassigned and shall be made pursuant to the provisions set forth in the *Faculty Handbook*. In such cases, the reassigned faculty member shall retain the rights and privileges of his or her former faculty status.

3. Initial Rank and Qualifications for Teaching Faculty Appointments

This section describes the general qualifications for teaching faculty ranks at Quinnipiac University. In certain cases, a department may have unique criteria for the rank qualifications for specific disciplines, which shall be agreed upon by the department and appropriate Dean. In general, the ranks and qualifications for teaching faculty positions are:

Instructor

- a) An earned master's degree or a post-baccalaureate certification that normally requires thirty semester hours of credit from an appropriately accredited university, if the master's degree is not the recognized terminal degree in the field;
- or
- b) A bachelor's degree and certification and/or licensure in the field of appointment, with two years of professional experience or three years of full-time teaching or professional service at Quinnipiac University.

Senior Instructor

- a) The degree qualifications as required for rank of Instructor and
- b) Demonstration of excellence in teaching and contributions to university affairs and
- c) If required, demonstration of meeting scholarship requirements of their department's/school's/college's accrediting agency and
- d) At least six years of full-time teaching or comparable professional service, at least three of which have been at Instructor or its documented equivalent.

Assistant Teaching Professor

- a) An earned terminal degree in the academic or professional field of appointment from an appropriately accredited university or college;
- or
- b) In fields where the terminal degree is not customary, an appointee must possess an earned master's degree in the field of appointment and meet other criteria agreed upon in writing by the Department Evaluation Committee, the appropriate Dean, and the Provost;
- and

- c) The faculty member must demonstrate the potential to achieve excellence in teaching and a willingness to participate in university affairs;
and
- d) If required, the faculty member must demonstrate the potential to achieve minimum scholarship requirements of their department's/school's/college's accrediting agency.

Associate Teaching Professor

- a) The degree qualifications as required for rank of Assistant Teaching Professor
and
- b) Demonstration of excellence in teaching and a demonstration of significant contributions to university affairs
and
- c) If required, demonstration of meeting scholarship requirements of their department's/school's/college's accrediting agency
and
- d) At least six years of full-time teaching or comparable professional service, at least three of which have been at Assistant Professor or its documented equivalent.

Teaching Professor

- a) The degree qualifications as required for the rank of Assistant Teaching Professor
and
- b) Demonstration of excellence in teaching, a record of continuing relevant and effective university service and a demonstrated ability for continuing achievement in all areas; if required, a record of meeting the scholarship requirements of their department's/school's/college's accrediting agency
and
- c) At least nine years of full-time teaching at Quinnipiac or comparable professional experience previously credited, at least three of which have been at Associate Teaching Professor or its documented equivalent.

4. Review Schedule for Teaching Faculty Appointments

The review process is designed to assess the overall contribution and performance of the faculty member. It also provides an opportunity for the faculty member to receive feedback and mentoring as they progress toward the application for promotion. The deadlines for each review are listed in **Appendix C: Teaching Faculty Review Schedule** of the *Faculty Handbook*. All reviews must be conducted through the Galaxy platform. Faculty members being evaluated shall bear the responsibility of making certain that all relevant documents are in their personnel file at the time of the evaluation. The normal review schedule for faculty with teaching faculty appointments is as follows and is illustrated below in Figure 3:

First Year: A written review by the department chair with the recommendation forwarded to the appropriate Dean, who then forwards the recommendations to the Provost. Faculty members shall submit for review all the appropriate materials since their hiring. In the case of a negative recommendation by the department chair, a formal review involving the Department Evaluation Committee, appropriate Dean, and Provost will be conducted.

Second Year: Formal review involving the Department Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their hiring.

Fourth Year: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their last review.

Sixth Year: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. Faculty members shall submit for review all the appropriate materials since their last review.

Promotion: Formal review by the Department Evaluation Committee, School/College Evaluation Committee, appropriate Dean, and Provost. The Provost will notify the faculty member in writing of the decision. A teaching faculty member may be eligible to be evaluated for promotion to Senior Instructor or Associate Teaching Professor in their sixth year of full-time employment at Quinnipiac University. Faculty members shall submit for review all the appropriate materials since their hiring. For cases of promotion to Teaching Professor, faculty members shall submit for review all the appropriate materials since their promotion to Associate Teaching Professor or their hire if they started at the Associate Teaching Professor rank.

Five Year Reviews for Teaching Faculty: After the sixth year review, teaching faculty are reviewed by the Department Evaluation Committee, appropriate Dean, and Provost every five years. Faculty members shall submit for review all the appropriate materials since their last review. Teaching faculty members who have been promoted by a Quinnipiac University DEC to Senior Instructor or Associate Professor are exempt from the five-year review.

In the event that a faculty member is scheduled for a review and elects to go for promotion in the same academic year, the DEC shall, if possible, conduct one meeting to consider both review and promotion. The SEC/CEC should follow the same procedure, if possible. All recommendations require separate votes. The meeting shall be held in accordance with promotion timelines.

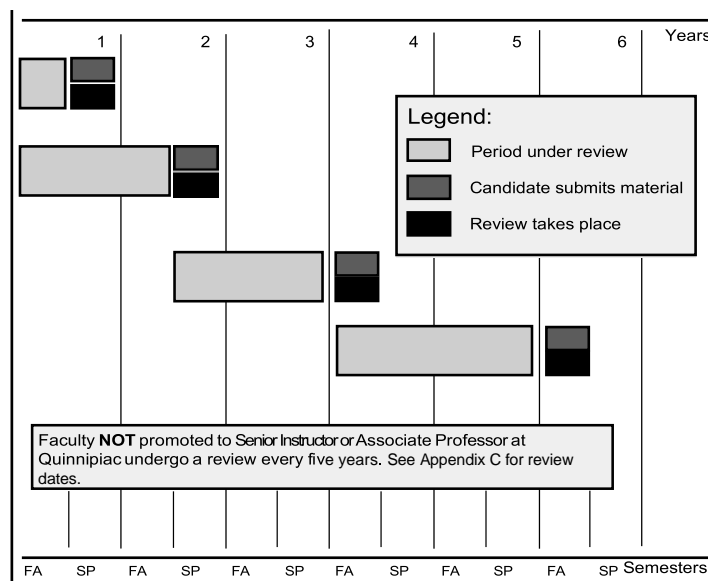
A faculty member may request a one-year delay for second-year, fourth-year, or sixth-year reviews, as well as five-year reviews, when there is extraordinary hardship, including but not limited to the birth or adoption of a child, and/or when there is the death or serious illness or injury of a child or spouse/life partner, or the faculty member's diagnosis of a serious illness or injury, whether or not the faculty member takes FMLA. The request for extension, with appropriate documentation, must be submitted no later than 60 days before the due date per Appendix C in the Faculty Handbook for the submission of the next review. In the rare case that a compelling reason occurs within the 60 days prior to the due date, the extenuating circumstance may be considered. Requests for extensions must be submitted in writing to the Provost with the Dean of their school/college notified by the faculty member. The request will be considered by the Provost with input from the Dean of their school/college and in accordance with human resources guidelines. The faculty member shall be informed of the Provost's decision within 15 days of the Provost's receipt of the request. In cases of extensions, there is no guarantee that reappointment will ultimately be granted. However, the granting of one or more extensions shall not prejudice nor alter the criteria for a faculty member's case for reappointment beyond what is required of

faculty members who have received no extensions under this provision. Notwithstanding the above, the application for sixth-year review must in all cases be submitted per Appendix C no later than the 8th year. For faculty members subject to five-year reviews, the application for fifth-year review must in all cases be submitted per Appendix C no later than the 7th year of any given five-year review cycle. If an extension is granted then the review schedule would carry forward to subsequent reviews.

The University shall send individual letters of employment, consistent with and subject to the terms of this *Faculty Handbook*, to all faculty members by May 15th of the preceding academic year.

No letter of employment shall be withheld pending the outcome of internal termination proceedings, but the University’s right to terminate for adequate cause shall not be affected by the issuance of an individual letter.

Figure 3. Review schedule for teaching faculty



5. Review and Promotion Criteria for Teaching Faculty Ranks

This section describes the qualifications for promotion and reappointment of teaching faculty members at Quinnipiac University. In certain cases, a department may have unique criteria for the rank qualifications for specific disciplines that shall be agreed upon by the department and appropriate Dean. The purpose of the review and/or promotion is to assess the overall contribution and performance of the faculty member.

The ranks and qualifications for teaching faculty positions are listed below.

Instructor

- a) An earned Master’s degree or a post-baccalaureate certification that normally requires thirty semester hours of credit from an appropriately accredited university;
- or
- b) If the Master’s degree is not the recognized terminal degree in the field, a Bachelor’s degree and

certification and/or licensure in the field of appointment, with two years of professional experience or three years of full-time teaching;

and

c) The faculty member must demonstrate the potential to achieve excellence in teaching and contributions to the university via service;

and

d) If required, the faculty member must demonstrate the potential to achieve the minimum scholarship requirements of their Department's/ College's/School's accrediting agency.

Senior Instructor:

a) The degree qualifications as required for the rank of Instructor;

and

b) Demonstration of excellence in teaching and contributions to university affairs;

and

c) If required, have met minimum scholarship requirements of their Department's/ College's/School's accrediting agency;

and

d) At least six years of full-time teaching at Instructor rank at Quinnipiac.

Assistant Teaching Professor

a) An earned terminal degree in the academic or professional field of appointment from an appropriately accredited university or college;

or

b) In fields where the terminal degree is not customary, an appointee must possess an earned Master's degree in the field of appointment and meet other criteria agreed upon in writing by the Department Evaluation Committee, the appropriate Dean, and the Provost;

and

c) The faculty member must demonstrate the potential to achieve excellence in teaching and contributions to university affairs;

and

d) If required, the faculty member must demonstrate the potential to achieve minimum scholarship requirements of their Department's/College's/School's accrediting agency.

Associate Teaching Professor

- a) The degree qualifications as required for the rank of Assistant Professor;
and
- b) Demonstration of excellence in teaching and contributions to university affairs;
and
- c) If required, the faculty member must meet the minimum scholarship requirements of their Department's/ College's/School's accrediting agency;
and
- d) At least six years of full-time teaching at Assistant Teaching Professor rank at Quinnipiac.

Teaching Professor

- a) The degree qualifications as required for the rank of Associate Teaching Professor; and
- b) Demonstration of excellence in teaching, a record of continuing relevant and effective university service and a demonstrated ability for continuing achievement in all areas; if required, a record of meeting the scholarship requirements of their Department's/College's/School's accrediting agency;
and
- c) At least nine years of full-time teaching at Quinnipiac or comparable professional experience previously credited, at least three of which have been at Associate Teaching Professor or its documented equivalent. The review can take place no sooner than after the completion of the faculty member's sixth year at Quinnipiac.

6. University Standards for Promotion

Promotion decisions are based on an assessment of excellence in teaching, scholarship, and service.

The criteria set forth in this section are intended to guide the Department Evaluation Committee, the School/College Evaluation Committee, and all others involved with the evaluation of faculty members. The purpose of these criteria is to call attention to the overall contribution and performance of the faculty member. The department or school/college should use this framework to create specific guidelines that reflect the needs/standards of the school/college or department; the standards by which excellence is judged are stipulated separately for each school/college. After promotion guidelines have been developed by the faculty of a department/school/college and endorsed by the appropriate Dean, they are sent to the Provost for final approval. Any modifications or changes to promotion guidelines must be approved by a majority of the faculty of the relevant department/school/college, by the appropriate Dean, and by the Provost.

In order that the application of the criteria within a particular department and/or school/college be clearly understood by all of its faculty members, each department shall engage in a discussion of the criteria used by its Department Evaluation Committee and its School/College Evaluation Committee for the appointment, review, and promotion of members of its faculty. Such discussions should involve both the general criteria in this *Faculty Handbook* and whatever other specific criteria are used by a department and school/college.

For all ranks, recommendations for promotion shall include evidence that candidates have consistently performed their duties in a professional and competent manner since the last promotion. Statements in support of a recommendation for promotion shall be specific and documented for each requirement.

Statements in support of a recommendation against promotion shall be specific and documented for each requirement.

Recommendations for promotion shall include evidence that candidates have met all of the requirements of the **University Criteria for Promotion** in terms of teaching or professional duty/duties, scholarly activity, creative or professional development (if applicable), and service, and have consistently performed their duties in a competent and professional manner. Statements in support of a recommendation for promotion shall be specific and documented for all three service areas (teaching or professional duties, scholarly activity, creative or professional development, if applicable, and service). Recommendations against the award of promotion shall include specific and documented evaluation of teaching or professional duties, scholarly activity, creative or professional development, and service.

7. University Criteria for Promotion

Educational and Professional Background

A person recommended for promotion to a specific rank shall meet the degree and educational qualifications outlined for that rank in this *Faculty Handbook*.

Effective Teaching

The quality of teaching is the primary consideration in the selection, retention, and promotion of faculty members.

Effective teaching includes excellent classroom performance, organization, development, articulate presentation of subject matter, ability to motivate and involve students in the learning process, and an appropriate respect for the intellectual needs of students.

Excellent performance of teaching is evaluated by observation of the faculty member's classes; analysis of student course evaluations recorded by a departmentally approved procedure, syllabi, examinations, student research projects or papers, grading practices, reports, and written materials related to the faculty member's courses; assessment of the faculty member's currency in their field; assessment of the faculty member's availability to students; and, where required, evidence of their maintenance of professional certification or licensure.

Academic advisement is evaluated as part of a faculty member's teaching using the criteria delineated in the specific school/college and/or department guidelines.

Scholarly, Creative, and Professional Development (if applicable)

A broad, scholarly knowledge of one's field and significant scholarship or creative work are essential to the mission of the University and to effective teaching.

Evidence of scholarly, creative, and professional development are delineated in the specific school/college promotion, tenure and review criteria.

Contribution to the University

A member of the faculty is expected to actively contribute to the general development of the University.

Evidence of contributions to the University include active service on departmental, school, college, senate, or university committees; election to and active service on governance bodies within the University; active service to local, state, or federal agencies or community or professional organizations that directly relate to the academic goals of Quinnipiac University; advisement or sponsorship of student organizations; or development of new or innovative programs.

D. Visiting Faculty Appointments

Full-time appointments of one year may be made with the approval of the appropriate department chair or director, Dean, and the Provost. Such appointments may be renewed for a second or third year in the same manner. Faculty members appointed under this section shall not be eligible for reappointment, evaluation, promotion, or tenure. In addition, faculty members appointed under this section shall not be eligible to serve on committees described in the *Faculty Handbook*.

E. Part-Time Faculty Appointments

Faculty members may be appointed on a part-time basis for a semester with the contractual understanding that each renewal is contingent upon satisfactory service and program needs. Part-time faculty members have instructional duties not to exceed nine credit hours or its contact equivalent per semester.

Degree requirements and other materials pertaining to part-time faculty can be found in the *Part-Time Faculty Handbook*.

F. Procedures for Reviews, Promotion, and Tenure

This section describes the procedures for action to be taken by the Provost with respect to appointment, reviews, promotion, tenure, termination, and discipline.

The process in recommending action for initial appointments by the Provost will include the Department Evaluation Committee and the appropriate Dean. The process in recommending action for reviews by the Provost will include the Department Evaluation Committee, the School/College Evaluation Committee, and the appropriate Dean.

The process in recommending action for promotion and tenure by the Provost will include the Department Evaluation Committee, the School/College Evaluation Committee, and the appropriate Dean.

A candidate may withdraw their application for promotion at any point during the review process. However, all applications for re-appointment and tenure must continue through the entire review process.

A faculty member who at the end of the review process has received a negative review or written notice of non-reappointment, denial of tenure or of promotion, or of termination for cause may appeal that decision on the basis of either procedural errors or a denial of academic freedom that may have influenced the faculty member's Department Evaluation Committee, and/or School/College Evaluation Committee, and/or Dean, and/or the Provost.

Conflict of Interest

For all actions related to appointment, reappointment, promotion or tenure, a “conflict of interest” is defined as circumstances or considerations that may compromise, or be perceived to likely compromise, a committee member’s professional judgment in carrying out their assigned duties. Conflicts of interest include but are not limited to circumstances where committee members have or have had a personal or financial interest in the matter before them, have or have had a familial, romantic or sexual relationship with an individual with business before the committee, have participated or intend to participate in evaluating the business before the committee at another level of review, or believe that recusal is necessary for the integrity of the evaluation process to be maintained.

The Department Evaluation Committee

Each department shall designate a Department Evaluation Committee for the purpose of recommending action to be taken by the Provost. The department shall also determine the process by which the chair of the Department Evaluation Committee is selected. It is understood by these provisions that the Department Evaluation Committee’s evaluation will be substantive.

The Department Evaluation Committee shall adopt reasonable procedural rules that are consistent with the *Faculty Handbook*.

No member shall be present, participate or vote in any matter in which they have a conflict of interest. Members of the Department Evaluation Committee who serve on the School/College Evaluation Committee must not evaluate a candidate twice and should recuse themselves from participation in one of these committees.

Voting Membership and Protocols

All Department Evaluation Committees shall have a minimum of five eligible voting members; eligibility requirements for membership are specified under the appropriate category below. For all Department Evaluation Committees, quorum shall consist of five eligible voting members, of which one must be from outside the department. If fewer than five members of the Department Evaluation Committee are eligible to consider the matter, the department shall select additional clinical or tenured members, at or above the required rank, from other departments to meet the five-member requirement. In all cases, the outside faculty member(s) shall be selected upon mutual agreement by the Chair of the Department Evaluation Committee and the candidate.

All matters shall be decided by a simple majority vote of Department Evaluation Committee members present (physically or virtually) and voting, with the vote recorded numerically. DEC chairs will be responsible for implementing a consistent voting method that ensures the anonymity of all members, including those participating virtually. Absentee ballots and/or proxy votes are not permitted.

The Department Evaluation Committee recommendation shall be written by the Chair of the Committee and signed by all voting members of the Committee. Voting members of the Committee who do not support the recommendation may file minority reports. All minority reports shall be signed by the filer(s). The recommendation of the Department Evaluation Committee and any other required original materials, including any minority reports, shall be sent to the next level of review by the appropriate deadlines as indicated in **Appendices A, B,**

and C of the *Faculty Handbook*. Candidates who wish to see the recommendation can do so by accessing them on the electronic review platform during the review process.

Appointments: For the recruitment and initial appointment of a new faculty member the Department Evaluation Committee voting membership consists of all tenured, tenure-track, and clinical faculty members of the department plus one clinical, tenure-track, or tenured outside faculty member at or above the rank of Associate Professor. Each school/college shall determine the participation of teaching faculty in the recruitment of new faculty. The chair of the Department Evaluation Committee will consult with the appropriate Dean/director on administrative matters concerning recruitment of new faculty.

Reviews:

Clinical faculty

For all formal reviews for reappointment of clinical faculty, the Department Evaluation Committee voting membership consists of all tenured, tenure-track, and clinical faculty members of the department, plus one outside clinical, tenure-track, or tenured faculty member at or above the rank of Associate Professor.

Teaching faculty

For all formal reviews for reappointment of teaching faculty, the Department Evaluation Committee voting membership consists of all tenured, tenure-track, clinical, and teaching faculty members within the department, plus one outside clinical, teaching, tenure-track, or tenured faculty member at or above the rank of Associate Professor.

Tenure-track

For all formal reviews for reappointment of tenure-track faculty the Department Evaluation Committee voting membership consists of all tenured, tenure-track, and clinical faculty members of the department, plus one outside clinical, tenure-track, or tenured faculty member at or above the rank of Associate Professor.

Tenure: For tenure reviews, the Department Evaluation Committee voting membership shall consist of all tenured full-time faculty members of the department, plus one outside tenured faculty member at or above the rank of Associate Professor.

Promotion:

Clinical faculty

For promotion reviews of clinical faculty members, the Department Evaluation Committee voting membership consists of the tenured, tenure-track, and clinical faculty members in the department plus one outside clinical or tenured faculty member, all of whom hold at least the rank for which the candidate is applying.

Teaching faculty

For promotion reviews of teaching faculty members, the Department Evaluation Committee voting membership consists of the tenured, tenure-track, clinical, and teaching faculty members in the department, plus one outside clinical, tenure-track, tenured, or teaching faculty member, all of whom hold at least the rank for which the candidate is applying.

Tenure-track

For promotion reviews of tenure-track faculty members, the Department Evaluation Committee voting membership consists of the tenured, tenure-track, and clinical faculty members in the department plus one outside clinical or tenured faculty member, all of whom hold at least the rank for which the candidate is applying.

The School/College Evaluation Committee

At the beginning of each academic year, each school/college shall designate a School/College Evaluation Committee for the purpose of reviewing faculty performance and recommending tenure and promotion actions to be taken by the Provost. The role of the School/College Evaluation Committee is to conduct a second, independent review and an initial procedural review regarding the action being recommended.

Each school/college shall create composition and membership guidelines that must be consistent with the general guidelines in this section of the *Faculty Handbook*.

The School/College Evaluation Committee shall adopt reasonable procedural rules designed to provide a fair hearing of all matters, substantive and procedural, that are consistent with the *Faculty Handbook*.

The voting members of the School/College Evaluation Committee must have tenure and, in promotion cases, hold at least the rank for which the candidate is applying. In the event a School/College has greater than 40% of its faculty with clinical appointments, the voting membership of the School/College Evaluation Committee may include clinical faculty member(s) provided that in promotion cases they hold at least the rank for which the candidate is applying. Clinical faculty are not eligible to review applications for tenure.

No member shall be present, participate or vote in any matter in which they have a conflict of interest. Members of the Department Evaluation Committee who also serve on the School/College Evaluation Committee must not evaluate a candidate twice, and should recuse themselves from participation in one of these committees.

The School/College Evaluation Committee shall review promptly all promotion and tenure recommendations as well as appropriate reappointment recommendations of the Department Evaluation Committee. A majority of eligible voting members of the School/College Evaluation Committee shall define quorum. All matters shall be decided by simple majority vote of the eligible School/College Evaluation Committee members present and voting. If fewer than two-thirds are eligible to vote, the School/College Evaluation Committee shall request alternates from the appropriate constituencies. Each recommendation shall include the signatures of all participating members together with a numerical record of the vote. Members of the School/College Evaluation Committee who do not support the recommendation may file minority reports. All minority reports shall be signed by the filer(s). The recommendation of the School/College Evaluation Committee and any other required original materials, including any minority reports, shall be sent to the next level of review by the appropriate deadlines as indicated in **Appendices A, B, and C** of the *Faculty Handbook*. Candidates who wish to see the recommendation can do so by accessing them on the electronic review platform during the review process.

All recommendations by the School/College Evaluation Committee with respect to tenure, promotion, and termination (except non-reappointment or termination resulting from department/program changes, discontinuance, or reduction; reduction in faculty due to department/program changes; compelling financial reasons; or just cause) shall be made by the dates indicated in **Appendices A, B, and C** of the *Faculty Handbook*.

The Dean of the School/College

The appropriate Dean shall submit a written recommendation regarding all reviews, tenure, and promotion actions. The recommendation of the dean and any other required original materials shall be sent to the next level of review by the appropriate deadlines as indicated in **Appendices A, B, and C** of the *Faculty Handbook*. Candidates who wish to see the recommendation can do so by accessing them on the electronic review platform during the review process.

The Provost

The actions of the Provost shall be consistent with all of the provisions for reappointment, promotion, and tenure in the *Faculty Handbook*.

The Provost shall not act upon any matter within the jurisdiction of a Department Evaluation Committee, or School/College Evaluation Committee, until they have received the recommendation of the DEC and SEC or until the time limit for such recommendation has passed, except in unusual circumstances where the safety and welfare of the University community require immediate action.

The Provost shall notify in writing the faculty member, the chairs of the appropriate committees, and the appropriate Dean of their decision, together with their reasons, by the dates indicated in **Appendices A, B, and C** of the *Faculty Handbook*.

G. Non-Renewal of Contract

No faculty member shall lose tenure for any reason except by retirement; department/program discontinuance or reduction; compelling financial reasons; or termination for cause.

Any non-tenured faculty member's contract may not be renewed at the end of an academic year, following an evaluation of the University's need for their services or of their ability, pursuant to the guidelines for reappointment and tenure in the *Faculty Handbook*. In non-renewal decisions, the faculty member's employment terminates at the end of the current contract year. Such non-renewal shall not be arbitrary or capricious and shall not violate the academic freedom of the individual.

H. Termination

Any faculty member, tenured or non-tenured, may be terminated at any time for adequate cause, including:

- a) Professional incompetence in meeting the expectations of the initial appointment;
- b) Dishonesty in teaching or research;
- c) Substantial and recurrent neglect of duty;
- d) Personal conduct that substantially impairs the performance of contractual obligations;

- e) Medical certification of the need for continued disability leave or of the inability to resume duties within two years for a tenured faculty member or within one year for a non-tenured faculty member.

Any faculty member, tenured or non-tenured, may be suspended from their duties with pay for adequate cause if continuation of their duties is deemed detrimental to the University by the Provost, pending the outcome of termination procedures pursuant to the guidelines in the *Faculty Handbook*.

I. Department/Program Discontinuance or Reduction

The official process for reviewing a department/program for discontinuance or reduction must be initiated by the Provost. Upon determination that a prima facie case for program change has been made, the Provost shall conduct a thorough review of the program including consultation with the Dean and members of the department or program and the school/college. The Provost shall present a report of their findings and recommended course of action to the Faculty Senate Academic Programs and Policies Committee. After consulting with the Provost, the Academic Programs and Policies Committee shall report to the Senate. The Senate shall deliberate and make its recommendation to the Provost. Final decisions regarding department or program discontinuance or reduction are made by the Provost.

J. Reduction in Faculty Due to Department/Program Changes

When a determination has been made to reduce faculty numbers for reasons of department/program discontinuance or reduction, the Provost, in consultation with the departments involved, shall pursue alternatives that would allow affected faculty to remain employed by the university.

If, after such consultations, faculty reductions are deemed necessary, they shall be made in the following order based on the types of appointments within each department or program, as appropriate:

- a) Part-time faculty
- b) Non-tenured faculty
- c) Tenured faculty

Within each of the types of appointments, reductions will be based on academic rank, beginning with instructors and ending with professors. In cases where reductions affect faculty with the same academic rank within each of the appointment types, reductions shall apply first to faculty with fewer years of service.

Exceptions may be made with respect to any faculty member whose qualifications are necessary to the department/program. The reason for any such exceptions shall be documented and available to affected parties.

If it becomes necessary to terminate a tenured appointment due to departmental/program discontinuance or reduction, the faculty member shall receive a terminal one-year contract. If it becomes necessary for the university to reduce tenured faculty position(s), the affected tenured faculty members will have a right to appeal to the President of the University.

In cases where a tenured faculty member may lose their employment for the above reason, the position vacated in the particular department/program will not be filled by a replacement within a period of three years, unless the faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

K. Reductions in Tenured Faculty Due to Compelling Financial Reasons

For purposes of this document, compelling financial reasons refers to an actual or impending circumstance that poses a serious risk to the financial health of the university. The Board of Trustees is responsible for making the determination that compelling financial reasons exist.

If financial reasons are sufficiently compelling to result in the elimination of tenured faculty positions, the President will explain the circumstances and the implications in writing to the faculty. In consultation with the Chair of the Faculty Senate, the Provost shall form a committee of three administrators and three tenured faculty members to develop a plan for dealing with related budgetary and staffing implications. The committee reports to the President who will make the final recommendation for action to the Board of Trustees.

VII. APPEALS AND GRIEVANCES

The purpose of the faculty appeal and grievance procedures is to provide additional guarantees of substantial, equitable treatment for all within the framework of existing university policy. University policy itself, therefore, cannot be the object of an appeal or grievance but is subject rather to change only through the normal channels of university governance.

A. Principles

The faculty, Provost, and the President of Quinnipiac University are guided by the criteria for academic freedom, teaching, scholarship, and service as set out in the Quinnipiac University *Faculty Handbook*.

B. Appeals

1) Appeal Procedures

A faculty member who at the end of the review process has received a negative review or written notice of non-reappointment, denial of tenure or of promotion, or of termination for cause may appeal that decision on the basis of either procedural errors or a denial of academic freedom that may have influenced the faculty member's Department Evaluation Committee, and/or School/College Evaluation Committee, and/or Dean, and/or the Provost.

Faculty who have received a negative review or written notice of non-reappointment, denial of tenure or promotion, or termination for cause, may file a written petition for review with the Chair of the Appeals Committee on the grounds of procedural errors or denial of academic freedom within fourteen calendar days of notification. The petition must state the grounds and completely and thoroughly describe the factual basis and supporting arguments for the appeal and it must be accompanied by all supporting documentation and a list of potential witnesses. The Chair of the Appeals Committee will immediately provide the Provost with a copy of the petition and attachments.

The Appeals Committee's deliberations shall be limited to consideration of whether the process used in arriving at the subject decision substantially complied with the procedures for reappointment, promotion, and/or tenure and/or the principles of academic freedom as set out in the *Faculty Handbook*. The Appeals Committee will not substitute its judgment on the substance or merit of the decision made at any of the various levels of review. No legal counsel for any parties to the appeal is permitted to be present at or participate in any hearing or proceeding as part of this procedure. If the appeal is over an

alleged violation of the University's equal employment opportunity policy, the Committee will consider whether non-discriminatory professional criteria were used in reaching the decision.

Note: The Appeals Committee will review all relevant information and documentary evidence and shall confer with the Provost and appropriate committees and individuals as it determines necessary. The Committee will complete its review within fourteen calendar days of the date of receipt of the petition by the Chair unless unusual circumstances require that additional time be taken.

If the Appeals Committee concludes there has been compliance with-University policies and procedures, the Chair of the Committee will so notify the faculty member who filed the petition and the Provost. The decision of the Appeals Committee is final. No further review of the petition will be made by the Appeals Committee, but the petition and the Committee's written conclusions will be included in the reappointment, tenure or promotion file of the individual who filed the petition. In cases where an individual has been terminated from the University, the petition and Committee's written conclusions will be included in the individual's personnel file.

If the Appeals Committee concludes that the process did not comply with established university procedures or policies, it will notify the President of the University in writing of its conclusion and the reasons for reaching this conclusion. This notification will include all materials considered by the Committee in reaching its conclusion. Additionally, the Committee will notify the faculty member and the Provost of the status of the appeal. The President alone shall have the authority to confirm or reject the conclusion of the Appeals Committee. The President will render a decision within ten calendar days of notification by the Appeals Committee. If the President agrees with the conclusion of the Appeals Committee, they will provide appropriate direction for resolution. The President's decision shall be final and shall not be subject to any further right of appeal.

2) Composition of the Appeals Committee

a) Members of the Appeals Committee

The Committee shall be composed of five full-time faculty members. The Committee shall have representation from all types of full-time faculty positions, with one clinical faculty member, one teaching faculty member, one tenure-track faculty member, and two tenured faculty members at the rank of Associate Professor or Professor. Committee members will be elected by the voting members of the University faculty. Each member of the Appeals Committee will serve for a term of three years. The three-year terms are staggered, requiring the election of new members each year. If a member can no longer serve on the Committee, a new election will be held to replace that member for their remaining term. Members can serve two consecutive terms after which the member must wait a full term (three years) before serving again on the Committee.

b) Alternate Members of the Appeals Committee

Five alternates fulfilling the representation mentioned above will be elected by the voting members of the University faculty and will only serve in the event where there is a conflict of interest, as defined by the Faculty Handbook, for an active appeals case. The alternate will be chosen based on the full-time faculty member that they are representing (i.e., clinical, teaching, tenure-track, tenured faculty member at the rank of Associate Professor or Professor). If the alternate also has a conflict of interest with the active case, a new alternate will be elected from the voting members of the University faculty. The alternate's role as a standing member will end when the case is concluded.

C. Grievances

1) Grievance Procedures

The rules governing grievances apply to all members of the faculty, departmental chairs, Deans, the Faculty Grievance Committee, and the Provost. A grievance may be filed when a faculty member has a reasonable basis to believe a decision or action by the University, acting through its Deans, Directors and Department Chairs, violates University policy or the member has a reasonable basis to believe they has been subjected to treatment that is manifestly unfair by another faculty member, departmental chair, Dean or administrator.

The Grievance Procedure does not serve as an additional step in a dispute that has been addressed in another formal hearing procedure of the University.

Faculty with a grievance related to non-reappointment, denial of tenure or of promotion, or of termination for cause should contact the Appeals Committee.

2) Process for Resolving Grievances

In every case, it is expected that an informal resolution will be first attempted, typically beginning with a frank and open discussion with the appropriate person or persons. Given that the policy toward the resolution of faculty grievances presumes the ordinary operation of the academic hierarchy of the University, if the informal mediation attempts are not successful, the faculty member should seek resolution with the appropriate departmental chair and if no resolution is reached, with the appropriate dean.

If still no resolution is reached, the grievance may be pursued with the Faculty Grievance Committee. It should be noted that the Committee does not serve in an advisory role to a faculty member considering whether or not to file a grievance. The Committee only becomes involved with the faculty member once a grievance form has been filed. The grievance and its particulars must be presented in writing to the Faculty Grievance Committee using the grievance form found on MyQ under the Office of the Provost and submitted within 60 days of the date of the underlying event or events which have motivated the grievance. Where a series of events or course of conduct is alleged, the sixty-day period will start to run from the most recent act or event. Upon receiving the grievance form from the faculty member, the Committee will initiate a *case review* to determine if a grievance hearing is appropriate. The Committee will provide the Provost as well as all named parties with a copy of the grievance form to indicate that a *case review* has begun. Communication with all relevant parties will go solely through the Chairperson for the duration of the case. The Committee has 90 days from the receipt of the grievance form to conduct the case review and hearing processes. The grievant has the right to withdraw the grievance at any time.

During the *case review* process, the Committee will:

- Communicate with the grievant to provide information about the process and the proposed steps that the Committee will be taking with regard to the grievance.
- Request from the grievant, named parties, and other members of the academic hierarchy a written record of efforts to resolve the issue informally.

- Request from the grievant such additional information, in writing, as the Committee deems necessary. The Committee, in addition, may request written statements from the appropriate academic officers, faculty members, and/or other(s) named in the grievance. All such information shall be held in confidence by the Committee. The burden for establishing a grievance rests with the grievant. However, failure on the part of any academic official, faculty member, or other(s) named in the grievance to respond to the Committee's request for a written statement in a time frame determined by the Committee may support the grievant's case.
- Determine whether the grievance is appropriate to move forward to a *formal hearing* using one of the following four designations:
 - i. The Committee finds the grievance is *improper*. An *improper grievance* is a matter that is not appropriate for review by the Faculty Grievance Committee given its charge.
 - ii. The Committee finds the grievance is *premature*. A *premature grievance* is when sufficient opportunity has not yet been allowed for its normal redress.
 - iii. The Committee finds the grievance is *non-substantial*. A *non-substantial grievance* is when the grievant has rejected an informal resolution that reasonably addresses the concerns raised in the grievance.
 - iv. The Committee finds the grievance to be *substantial*. A *substantial grievance* is when there is sufficient information to move forward to a *formal hearing* based on the findings from the case review period.

If the Committee finds that a *formal hearing* is not appropriate because the grievance is improper, premature, or non-substantial, the Chair of the Committee will so notify the faculty member who filed the grievance with a written letter. A copy of the letter will be also sent to the named parties, and the Provost. The decision of the Committee is final, and no further review of the grievance will be made by the Committee. If the designation of *improper*, *premature*, or *non-substantial* is no longer applicable to a case, a grievant may choose to come before the Committee again. In such cases, the grievant shall submit an updated grievance form with a detailed description of what has changed since the conclusion of the *case review* process, along with the Committee's letter.

If the Committee finds that a *formal hearing* is appropriate, the Committee will communicate this finding with a letter to the grievant as well as all named parties and the Provost. The Committee will secure the appointment of ad hoc members as described below in

- During the *formal hearing* process, the Committee will be governed by the following procedures:
 - Minutes shall be kept of the proceedings.
 - The Committee shall have the right to summon such witnesses and such records as it deems material. The requests for such witnesses and records shall be made by the ad hoc Committee members representing the respective parties to the grievance. The Committee shall have the right to interview such witnesses during the hearing. Legal rules of evidence shall not apply. Witnesses shall attend only while testifying.
 - All written statements of the respective parties to the grievance received during the case review shall be made available to all seven members of the full Committee.

- Upon the conclusion of gathering the evidence and conducting the hearing, the seven full members of the Committee shall, in executive session, determine the merits of the case. A simple majority vote of those members present and voting shall suffice for the adoption of their report. After adoption, the Committee shall submit its report and conclusion, with recommendations, in writing to the Provost within 10 business days.
- The Provost shall implement the Committee's recommendations within 30 days unless he or she is moved to dissent from it for the most serious reasons and in such instances the Provost shall communicate their decision to the Committee and the grievant. The decision of the Provost is final.
- No legal counsel for any parties to the grievance is permitted to be present at or participate in any hearing or proceeding as part of this procedure.
- Formal hearings shall be private and kept confidential to the extent appropriate and possible under the circumstances.

3) Composition of the Faculty Grievance Committee

a) Members of the Faculty Grievance Committee

The Faculty Grievance Committee shall be composed of five full-time faculty members. The Committee shall have representation from all types of full-time faculty positions, with one clinical faculty member, one teaching faculty member, one tenure-track faculty member, and two tenured faculty members at the rank of Associate Professor or Professor. Committee members will be elected by the voting members of the University faculty. Each member of the Faculty Grievance Committee will serve for a term of three years. The three-year terms are staggered, requiring the election of new members each year. If a member can no longer serve on the Committee, a new election will be held to replace that member for his/her remaining term. Members can serve two consecutive terms after which the member must wait a full term (three years) before serving again on the Committee.

b) Alternate Members of the Faculty Grievance Committee

Five alternates fulfilling the representation mentioned above will be elected by the voting members of the University faculty and will only serve in the event where there is a conflict of interest, as defined by the Faculty Handbook, for an active grievance case. The alternate will be chosen based on the full-time faculty member that they are representing (i.e., clinical, teaching, tenure-track, tenured faculty member at the rank of Associate Professor or Professor). If the alternate also has a conflict of interest with the active case, a new alternate will be elected from the voting members of the University faculty. The alternate's role as a standing member will end when the case is concluded.

c) Ad Hoc Members of the Faculty Grievance Committee

Upon the determination of the Faculty Grievance Committee to initiate a grievance hearing, two additional Committee members shall be selected. One ad hoc member shall be chosen by the grievant from among the full-time faculty of the university. The second ad hoc member shall be chosen by the responding party from among the full-time faculty of the university. Ad hoc members shall not have a conflict of interest, as defined by the Faculty Handbook. The term of the ad hoc members will end when the Faculty Grievance Committee's written report on the case is submitted to the Provost.

VIII. FACULTY RIGHTS AND RESPONSIBILITIES

Quinnipiac University endorses the teacher-scholar ideal and is committed to providing faculty with the support necessary to realize that ideal. Teacher-scholars are faculty with a strong commitment to excellence in teaching and to the pursuit of new knowledge through scholarly inquiry. Faculty will have appropriate workloads and adequate infrastructure to pursue excellence in teaching and scholarly activity or creative works.

The University expects that during the term of their contracts faculty members will devote themselves to teaching, scholarship, university service, and department or school/college meetings in a fashion that is demonstrably full-time by any reasonable standard.

A. Workload

Faculty workloads include teaching, scholarly/creative endeavors, and/or service. Individual faculty workloads are determined by the department chair in consultation with the Dean of the school/college.

In teaching, the University sets goals at the school/college and department (or departmental grouping) levels that are articulated as average Student Credit Hours produced per full-time faculty member (SCH/FTF). The SCH for each course section taught is calculated by multiplying the number of students enrolled in a course section by the credit hours that a student earns.

School and departmental SCH/FTF goals are proposed and annually reviewed by the school dean in consultation with their department chairs and program directors. Proposed goals are approved by the Provost or their designee.

In setting SCH/FTF goals and individual faculty teaching loads, determining factors can include, but are not limited to, the following considerations:

- University, school/college, and departmental priorities and strategic initiatives.
- National disciplinary standards.
- Local conditions at the school/college and department level such as:
 - Accreditation requirements.
 - Types of faculty appointment.
 - Current staffing and areas of expertise.
 - Student enrollments.
 - Instructional labs/technology intensive rooms with limited seating.
 - Courses that require limited enrollments.
 - Number of different and/or first-time course preparations. (Normally, no more than six different course preparations should be assigned to a faculty member during an academic year.)
 - Advising loads and/or mentoring activities.
- Scholarly/creative endeavors and/or service commitments.

In the scholarly/creative endeavors and/or service component of faculty workload, determining factors can include, but are not limited to, the following considerations:

- Engagement in scholarship or creative endeavors related to their field or discipline that will produce evidence of their work.

- Facilitating professional development for practitioners in their field or discipline in ways that go beyond what is traditionally expected of faculty for review, promotion, and tenure.
- Service in positions of leadership within the University, their school/college, and/or department.
- Work on time-specific tasks related to the growth, accreditation, or pursuit of excellence of their respective departments and/or schools/colleges, or university.

B. Annual Reporting

Faculty members shall annually document their activities and accomplishments during the past year and state their goals for the next year in teaching, scholarly/creative endeavors, and service in an annual report submitted to the department chair and the school/college Dean. Faculty undergoing formal review (first year, second year, fourth year, tenure, promotion, and/or five year review) may use their review materials as a substitute for the annual report with the addition of goals for the next year. Candidates should refer to the specific guidelines of their schools/college/department. Deans shall summarize these contributions for their school/college in an annual report that is submitted to the Office of the Provost.

C. Teaching and Academic Advising

Primacy of Teaching

The primary responsibility of each member of the faculty is to provide a supportive and stimulating environment for the intellectual and personal growth of students. To that end, faculty shall dedicate themselves to excelling in teaching and fostering the rigorous intellectual development of their students.

Office Hours, Class Meetings and Other Teaching Responsibilities

Office Hours: All faculty are expected to have office hours, defined as time set aside for interaction with students outside of class to promote students' academic achievement and provide academic guidance. To meet this expectation, each faculty member shall be available to students for at least one hour for each three credit hours taught per week (a credit hour involves 50-60 minutes of direct faculty instruction or its online equivalent). Office hours may be virtual or face-to-face and may be spread out over the semester. Faculty should be available at reasonable times and places for appointments as agreed upon with students. Faculty availability and contact information must be specified on syllabi.

Class Meetings: Each faculty member is expected to meet their classes as regularly scheduled. Faculty shall ensure that classes begin on time and continue until the designated ending time. In case any faculty member is kept from their duties by illness or other disability, the faculty member must inform the department in advance, if possible, so arrangements may be made for assignments or a substitute instructor.

Course Syllabi: Each faculty member is responsible for preparing and distributing to students a clear and concise plan for learning within the first week of classes and for filing it with the faculty member's department chair and school/college office.

Faculty Blackboard Utilization: The degree to which Blackboard is used by faculty members is an individual choice. However there is a minimal use that is expected for all faculty members. The university wishes to be prepared for continuity of instruction in case a disaster (severe weather damage, flu pandemic, or public emergency) requires the closure of campus. Blackboard provides a means of working with students at a distance in case of such a campus closure and faculty must be prepared to

shift quickly to Blackboard as a primary means of instruction and student contact. Please note the policy below.

All faculty members are required to put in place these basic Blackboard functions for the start of each semester:

- Posting of the course syllabus.
- Posting of a text document such as a reading list or list of assignments.
- A “welcome to the course” message sent to students in the course using Blackboard’s email function.

Grading Practices and Procedures: Grades are issued to students by the Registrar after the completion of each semester. All faculty members are expected to follow university policies regarding the proper determination and recording of grades. These grading policies are outlined in the University Catalog.

Midterm Grades: Faculty shall submit midterm grades in all 100-level courses. This university policy is an important aspect of academic advising and is designed to help new students adjust to the academic expectations of university life.

Final Examinations: A final examination is regarded as part of the regular work for university courses. In courses for which a final examination would serve no useful purpose, a term report, essay, or personal conference may be substituted; work on the substitute exercise shall take place during the final examination period. Final examinations may be given only during the final examination period at the end of each term. Examination schedules are prepared and distributed by the Registrar.

Academic Advising

Before the beginning of classes all incoming students are assigned an advisor by the department chair, Associate Dean, or designee. Major functions of academic advising include (1) providing students with information on policies, procedures and programs; (2) assisting students in choosing educational and career objectives; (3) challenging students to achieve; (4) making students aware of the wide range of services and educational opportunities that may pertain to their educational objectives; (5) helping students with the selection of courses to meet curricular and graduation requirements; and (6) checking the academic progress of students. All full-time faculty are expected to advise.

D. Scholarship

Teaching, scholarship, and creative endeavors are interrelated. It is expected that faculty members engage in scholarship with the view of improving their teaching and pursuing new knowledge through scholarly inquiry. The University recognizes that professional outlets for scholarly activity vary across disciplines and that different disciplines may place greater or lesser weight on alternative forms of scholarship (*e.g.*, scholarly books, peer reviewed articles, *etc.*). Consequently, faculty members should refer to their department and school/college guidelines for what constitutes scholarship.

E. Service to the University

Faculty members shall actively contribute to the general development of the University. Active service on department, school/college, or university committees constitutes such contribution and is expected of all full-time faculty. Active service to local, state, or federal agencies or community or professional

organizations that directly relate to the academic goals of the University, or participation in student organizations and activities, also constitutes service.

F. Policy: Department Chairs

Eligibility

Candidates for chair positions should preferably be faculty at or above associate rank with successful records as scholars and/or teachers who have demonstrated a commitment to leadership through their service activities at the departmental, college/school, and/or University levels.

Appointment Process

The Dean will solicit nominations for the position of department chair from the members of the department faculty. Faculty may self-nominate, and all nominees must submit a written expression of willingness to serve. Each department shall establish a formal procedure for the recommendation process that allows faculty to vote for nominees by secret ballot and provide a written report of the result of the vote and their recommendation to the Dean. The Dean will submit the department's recommendation and their own written recommendation to the Provost. The Provost shall inform the department if their recommendation is not being followed. The department shall have the opportunity to submit a written response to the Provost. Final appointment of a department chair is made by the Provost.

If there is no candidate selected from within the department, the faculty will conduct an external search in accordance with standard University hiring procedures. If the chair's position is vacant, the Dean may, in consultation with the department, appoint an outside faculty member as the interim chair until such time as the faculty can select a chair from within the department or a faculty line is approved for an external search.

All recommendations for appointment of chairs by the Dean are submitted to the Provost for approval. Final appointment of a department chair is made by the Provost.

The University is committed to appointing academic leadership candidates who represent the diversity of the university community and beyond and supporting their professional growth and success. Faculty members from underrepresented groups are encouraged to apply.

Compensation

The role of the chair carries additional workload, and the chair shall be compensated accordingly. Compensation shall be determined by the Dean in consultation with the Provost.

Chairs will be eligible for an annual merit salary increase based on the same performance measures and standards for full-time faculty, as well as their administrative performance as chair. The Dean will solicit input from department faculty as part of the evaluation of the administrative performance of the chair.

Length of Term

A chair will be appointed to a 3-year term that may be renewed. The Dean shall initiate the nomination process in the fall semester prior to the expiration of a chair's term. Special circumstances may result in an appointment lasting less than three years. In the event that a chair is not appointed, hired, or able to

serve, an interim chair may be appointed by the Dean in consultation with the department. Final appointment of a department chair is made by the Provost.

Evaluation

The administrative performance of the chair shall be reviewed annually by the Dean as a part of the annual faculty review process. In the event that a department passes a motion of no confidence directed at the chair, it shall trigger an immediate review of the chair's performance by the Dean. The Dean shall solicit input from the department faculty as part of all chair evaluations.

Chairs will be eligible for an annual merit salary increase based on the same performance measures and standards for full-time faculty, as well as their administrative performance as chair.

In the event the chair's performance does not meet the expectations of both the Dean and the department, the Dean shall consult with the Provost to determine the appropriate next steps, which would follow the appointment procedures detailed above.

G. Consulting/Employment Outside the University

Faculty appointments are made with the understanding that faculty members will give their full time during their contractual year to their university responsibilities. A member of the faculty must receive prior approval from their chair or director, appropriate Dean, and the Provost before making any substantial outside commitment of time. While under contract, faculty members may not teach at another institution without written approval from their chair or director, appropriate Dean, and the Provost.

H. Personnel Files

The University shall maintain an electronic personnel file for each faculty member, which shall be the sole repository for all official documents relating to recommendations or decisions of a personnel nature and a continuing record of the faculty member's performance at the University. Such files are the property of the University and shall be held in the Office of the Provost.

A faculty member's personnel file may contain the following:

- a) Pre-employment documents;
- b) Committee, administrative, and student evaluations;
- c) Annual achievement and activities reports prepared by the faculty member;
- d) Letters of commendation or reprimand and responses thereto;
- e) Letters or documents on such matters as appointment, reappointment, tenure, promotion, and leaves. Any information regarding a faculty member's salary and compensation must remain confidential even in review, promotion, and tenure procedures;
- f) Documents relating to complaints, grievances, disciplinary proceedings, and appeals;
- g) Responses by the faculty member to any materials contained in the file;
- h) Official transcripts.

Full access to a faculty member's personnel file shall be restricted to the faculty member and administrative officers, and as determined by the Provost.

Those department, school, and university committees responsible for making personnel decisions or recommendations or investigating grievances and appeals shall only have access to documents in the personnel file that are relevant to their charge.

A faculty member may inspect their file in the immediate area of the Office of the Provost and will be entitled to one free copy of any material in their personnel file, except for confidential pre-employment documents; additional copies may be made at cost. It is the candidate's responsibility to keep a copy of all relevant materials from each review, promotion and tenure cycle, which may be required for future applications; the University personnel file is not designed to be accessed for routine review, promotion and tenure applications.

When any material is added to the faculty member's file of which they have had no prior notice, the University shall notify the faculty member of the addition. If the faculty member claims that the material is inappropriate for inclusion in their file within ten days of their learning of this material, they may submit a written request that the material be removed. A faculty member may make a written request to have appropriate materials be included in their personnel file.

I. Intellectual Property

The University policies regarding intellectual property are described in the *Policy Manual*.

IX. FACULTY COMPENSATION, BENEFITS, AND SERVICES

In a tradition of shared governance, members of the Administration work with the Faculty Senate to maintain a level of compensation and benefits that allows the University to attract and retain faculty in a competitive environment.

A. Competitive Salaries

Quinnipiac University is committed to paying market-based salaries to attract and retain the best faculty with highly competitive salaries. In adjusting salaries on a regular basis, the University will look to surveys of faculty salaries such as those published by the American Association of University Professors, College and University Professional Association for Human Resources, Association to Advance Collegiate Schools of Business, National Association of College and University Business Officers, and other professional associations.

Additions to Base Salaries Upon Promotion

Full-time faculty should contact the Provost for specific salary increases related to promotion as outlined in the separate *Promotional Increases to Base Salaries* document. A copy of the document will be included with the letter notifying faculty of their promotion.

Payment of Salaries

Salaries of members of the faculty are based on a nine-and-a-half or twelve month contractual year. Faculty members on a nine-and-a-half month contract may elect to receive their salary for a given contractual year in either nineteen or twenty-four installments on a semi-monthly basis. The first semi-monthly payment shall be made in mid-September.

B. Benefits

The University offers an extensive program of benefits. Benefit plan descriptions and details concerning eligibility and coverage are available upon request from the Benefits Manager in Human Resources and are published in *Benefits at a Glance*. All benefit plans are subject to change by the University from time to time, including the elimination of a given plan or plans. However, changes in the availability of benefits will normally occur only after consultation with appropriate representatives of Faculty Senate and discussions within the faculty.

C. Summer Research Support

The University is committed to annually funding summer research grants for faculty. Faculty interested in securing a summer research grant should contact the appropriate dean for application information and procedures

D. Sabbatical Leave Program

The purpose of the Sabbatical Leave Program is to provide faculty with an opportunity to pursue programs of professional or intellectual enrichment.

Eligibility for sabbatical leaves is restricted to full-time faculty (tenured, tenure-track, clinical, and teaching). Faculty members are eligible to apply in their sixth year of continuous full-time service at Quinnipiac University. Years in a visiting position and prior years granted do not count toward the time requirement. Before beginning sabbatical leave, faculty must have completed six years of continuous full-time service at the university and the appropriate number of years of service, as defined below, since any previous sabbatical leave. In the event that an applicant is denied a sabbatical leave for the year requested, they are eligible to reapply for a sabbatical leave during any subsequent year. Faculty denied tenure or who are not reappointed will forfeit the right to take sabbatical leave.

There are two types of sabbatical leave:

- Type 1** Provides half salary for one semester every four years, or half pay for one year every seventh year. All full-time faculty are eligible to apply. In any one year, there shall be no limit on type 1 sabbatical leaves, except that such leaves may be deferred by the Provost for up to one year in instances of educational necessity.

- Type 2** Provides full salary for one semester every seventh year. All full-time faculty, as stated above, are eligible to apply, but priority will be given to faculty whose positions require scholarship and/or creative endeavors, as evidenced by their departmental guidelines. In any one year, the number of type 2 sabbatical leaves shall not exceed 10% of the number of full-time faculty whose positions require scholarship and/or creative endeavors. Type 2 sabbatical leaves that remain unused after the Sabbatical Leave Committee has granted leaves to all priority applicants whose proposals were approved may, at the discretion of the Committee, be allocated to other eligible faculty. The Sabbatical Leave Committee may grant fewer than the number of leaves available if it finds that there are fewer qualified applicants in any one academic year.

All sabbatical leave proposals, whether of type 1 or type 2, are subject to approval by the Sabbatical Leave Committee. An applicant may not alter his or her choice of type 1 or type 2 sabbatical leave after the established submission date, except by consent of the Sabbatical Leave Committee.

The Sabbatical Leave Committee consists of one member elected by each school/college; three elected by the faculty at large; and the Associate Vice President for Operations, who serves as chair. Elected members serve staggered, two-year terms. Decisions of the committee shall be made by a simple majority of a quorum of the committee, with the chair voting only in case of a tie. The committee's responsibilities include (1) establishing the criteria to be used in awarding sabbatical leaves and publication of the criteria, application instructions, and deadlines, and (2) determining the eligibility of applicants and the subsequent awarding of the sabbaticals.

Application Process

Written applications for sabbatical leaves must be submitted to the Associate Vice President for Operations via the Sabbatical@quinnipiac.edu email by September 1st of the academic year prior to that of the proposed leave. Applicants shall discuss their intent to apply for a sabbatical and the impact on department workload with their department chair or program director during the spring semester prior to the next application cycle. Copies of the application should be sent to the appropriate Dean and department chairperson or program director. Awards to faculty members shall be made by the Sabbatical Leave Committee by December 15th.

General Conditions of a Sabbatical Leave

“Salary” is the amount that a faculty member would have received if they had actually been working at the University during the year of his or her sabbatical leave. All other monetary contributions and payroll deductions will be continued during a faculty member's sabbatical leave in accordance with the relevant provisions of coverage.

A faculty member on sabbatical leave may receive travel expenses or financial aid from sources other than the University, provided that they are not required to perform duties which would substantially interfere with the purposes for which the leave was granted. Faculty shall refer to the section in the Faculty Handbook on Consulting/Employment Outside the University.

A faculty member on sabbatical leave is relieved of the duties of a resident faculty member, but they may continue to vote in university faculty meetings, to serve on university faculty committees, and to use university facilities and services.

The period of a faculty member's sabbatical leave will be regarded in the same manner as if they had been on the campus in a full-time capacity.

A faculty member shall submit a report of their sabbatical leave activities to the Associate Vice President for Operations for inclusion in their personnel file by the requested deadline. Faculty members who accept a sabbatical leave are obligated not only to pursue the program for which the leave was granted but also to continue in the service of the University for at least one academic year following the leave period, unless other arrangements are agreed to by the University.

E. Unpaid Leaves of Absence

At the request of a faculty member, a leave of absence without pay may be granted by the Provost, with the support of the appropriate Dean and department chair. During a period of unpaid leave, a faculty member is not eligible to receive the University's contribution toward benefits. Faculty members may elect to continue benefits by paying the full cost, subject to the terms of the plans involved. Where such leave is requested in order to accept an external fellowship or grant that does not provide payment of the Faculty member's benefits, the University shall continue contributions toward those benefits on the same basis as other full-time faculty, subject to the terms of the plans involved.

For untenured faculty members, time spent on unpaid leave of absence shall count towards tenure. A request for suspension of credit for time must be made by the faculty member prior to the leave and supported by the department chair and Dean and approved by the Provost.

F. Retirement Options

Retiring members of the faculty may be eligible for Professor Emeritus status or Associate Professor Emeritus status under guidelines established by the Board of Trustees and outlined in the *Faculty Handbook*.

Faculty may be eligible for early retirement arrangements or for phased retirement as outlined below. The University has a willingness to discuss special packages beyond these provisions. All retirement arrangements will be consistent with existing state and federal laws. The University provides ID cards, parking, library and recreation center privileges, and access to cultural events for retired faculty members.

Phased Retirement

Full-time faculty members with ten years of continuous full-time service at Quinnipiac University who have reached age fifty-five may apply for phased retirement as follows:

- a) Faculty members may request a maximum of two years of half-time teaching at half pay. Under this arrangement, the faculty member may teach half-time for the full academic year for all years of the phased retirement, or the faculty member may teach full-time for one semester and not at all for the other.
- b) Continuation by the University of medical coverage consistent with that being provided to full-time faculty members for the period elected under phased retirement.
- c) Continuation of life insurance funded by the University. The amount of life insurance will be two times the actual salary paid the faculty member.
- d) The University will make institutional contributions to the faculty member's retirement annuity plan based on the actual salary paid the faculty member.

A faculty member must request a phased retirement at least six months prior to the start of the semester when such a phased retirement is to take effect. A faculty member who is granted a phased retirement arrangement must sign an irrevocable decision to retire/resign at the end of the two years of half-time teaching.

Phased retirement may be combined with the early retirement severance arrangement (below), but the faculty member must so notify the University that they wish this arrangement at the time that the faculty member requests phased retirement.

Early Retirement

For those full-time faculty members with ten years of continuous full-time service at Quinnipiac University who are between sixty-two and sixty-five (or the age at which full social security benefits are available), may apply for an early retirement benefit as follows:

- a) Provision by the University of a social security bridge supplement to consist of the equivalent of what the faculty member would have received from social security at the time of early retirement until the faculty member reaches full retirement age as defined by the federal social security administration.
- b) Continuation by the University of medical coverage until the faculty member enrolls in Medicare, but not later than age sixty-five.

No institutional contributions to the faculty member's retirement annuity plan after the date of retirement from full-time service.

Additional Retirement Options

The University may award the equivalent of one semester pay at retirement to those full-time faculty members who have provided at least 25 years of continuous service.

G. Emeritus Status

A member of the faculty at Quinnipiac University who holds the rank of Associate Professor or Professor and has a continuing record of distinguished service to the University for at least ten years of full-time appointment or a member of the faculty who holds the rank of Assistant Professor and has a continuing record of distinguished service to the University for at least fifteen years of full-time appointment may, upon retirement, be considered for the award of emeritus standing.

Nominations, which have been approved by departmental colleagues, will be presented to the Provost, who makes the final conferral. Emeritus standing will include the conferral of the title, Professor Emeritus, or for Assistant Professors, the title Associate Professor Emeritus, at an appropriate University ceremony.

Emeritus Professors and Emeritus Associate Professors are welcome to attend all meetings and gatherings open to members of the full-time faculty and will be included on the faculty mailing list. University identification cards and library privileges will be available for Emeritus Professors and Emeritus Associate Professors, who may also use all University facilities on a space available basis.

Appendix A—Tenure Track Faculty Review Schedule

	Tenure Track Faculty Member	Department Chair	Department Evaluation Committee (DEC)	School/College Evaluation Committee (SEC)	Dean	Provost
1 st Year Review	Jan 15 th to the Depart. Chair	Feb. 15 to the Dean	<i>If required, March 1st to the Dean</i>		March 15 th to the Provost	April 15 th
2 nd Year Review	Jan 15 th to the DEC		March 1 st to the Dean		April 1 st to the Provost	April 15 th
4 th Year Review	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 15 th
Tenure	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 1 st
Promotion	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 1 st

All materials should be uploaded into Galaxy by the deadlines noted above. Candidates who wish to see the recommendations can do so by accessing them on the electronic platform during the review process.

Candidates who are scheduled for a review must make all of their final materials available to the Department Chair and/or Department Evaluation Committee by the deadline as outlined above. Departments may not request the submission of final materials earlier than the deadline outlined above.

The external review of material related to scholarship and/or creative activities must be completed prior to the deadline to permit adequate time for integration of the materials in the final portfolio.

In the event that a faculty member is scheduled for a review and elects to apply for promotion in the same academic year, materials should be submitted in accordance with promotion timelines (i.e. the earliest deadline). Both cases should, if possible, be voted on at the same meeting by the DEC and subsequently by the SEC/CEC. During each committee meeting, voting and recommendations shall be conducted separately for review and for promotion.

Appendix B – Clinical Faculty Review Schedule

	Clinical Faculty Member	Department Chair	Department Evaluation Committee (DEC)	School/College Evaluation Committee (SEC)	Dean	Provost
1 st Year Review	Jan 15 th to the Depart. Chair	Feb 15 th to the Dean	<i>If required, March 1st to the Dean</i>		March 15 th to the Provost	April 15 th
2 nd Year Review	Jan 15 th to the DEC		March 1 st to the Dean		April 1 st to the Provost	April 15 th
4 th Year Review	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 15 th
6 th Year Review	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 1 st
Promotion	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 1 st
5 Year Reappointment Review	January 15 th to the DEC		March 1 st to the Dean		April 1 st to the Provost	April 15 th

All materials should be uploaded into Galaxy by the deadlines noted above. Candidates who wish to see the recommendations can do so by accessing them on the electronic platform during the review process.

Candidates who are scheduled for a review must make all of their final materials available to the Department Chair and/or Department Evaluation Committee by the deadline as outlined above. Departments may not request the submission of final materials earlier than the deadline outlined above.

The external review of material related to scholarship and/or creative activities must be completed prior to the deadline to permit adequate time for integration of the materials in the final portfolio.

In the event that a faculty member is scheduled for a review and elects to apply for promotion in the same academic year, materials should be submitted in accordance with promotion timelines (i.e. the earliest deadline). Both cases should, if possible, be voted on at the same meeting by the DEC and subsequently by the SEC/CEC. During each committee meeting, voting and recommendations shall be conducted separately for review and for promotion.

Appendix C – Teaching Faculty Review Schedule

	Teaching Faculty Member	Department Chair	Department Evaluation Committee (DEC)	School/College Evaluation Committee (SEC)	Dean	Provost
1 st Year Review	Jan 15 th to the Depart. Chair	Feb 15 th to the Dean	<i>If required, March 1st to the Dean</i>		March 15 th to the Provost	April 15 th
2 nd Year Review	Jan 15 th to the DEC		March 1 st to the Dean		April 1 st to the Provost	April 15 th
4 th Year Review	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 15 th
6 th Year Review	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 1 st
Promotion	Oct 1 st to the DEC		Nov 15 th to the SEC	Feb 1 st to the Dean	March 1 st to the Provost	April 1 st
5-Year Reappointment Review	January 15 th to the DEC		March 1 st to the Dean		April 1 st to the Provost	April 15 th

All materials should be uploaded into Galaxy by the deadlines noted above. Candidates who wish to see the recommendations can do so by accessing them on the electronic platform during the review process.

Candidates who are scheduled for a review must make all of their final materials available to the Department Chair and/or Department Evaluation Committee by the deadline as outlined above. Departments may not request the submission of final materials earlier than the deadline outlined above.

The external review of material related to scholarship and/or creative activities must be completed prior to the deadline to permit adequate time for integration of the materials in the final portfolio.

In the event that a faculty member is scheduled for a review and elects to apply for promotion in the same academic year, materials should be submitted in accordance with promotion timelines (i.e. the earliest deadline). Both cases should, if possible, be voted on at the same meeting by the DEC and subsequently by the SEC/CEC. During each committee meeting, voting and recommendations shall be conducted separately for review and for promotion.