

Faculty Manual



SALVE REGINA
UNIVERSITY

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THE MISSION OF SALVE REGINA UNIVERSITY

As an academic community that welcomes people of all beliefs, Salve Regina University, a Catholic institution founded by the Sisters of Mercy, seeks wisdom and promotes universal justice.

The University, through teaching and research, prepares men and women for responsible lives by imparting and expanding knowledge, developing skills and cultivating enduring values. Through liberal arts and professional programs, students develop their abilities for thinking clearly and creatively, enhance their capacity for sound judgment, and prepare for the challenge of learning throughout their lives. In keeping with the traditions of the Sisters of Mercy and recognizing that all people are stewards of God's creation, the University encourages students to work for a world that is harmonious, just and merciful.

SISTERS OF MERCY

The Sisters of Mercy were founded in Ireland in 1831, by heiress Catherine McAuley, a gifted woman with a driven concern for applying Christian principles to the root problems of society. The Mercy community was established in the United States and Latin and Central America in 1843 when seven sisters journeyed from convents in Ireland and England to this side of the Atlantic.

The Mercy congregation remains one of the larger groups of active religious women in the Church, with members serving in 44 countries worldwide. Sisters of Mercy of the Americas number 6,500 members with women serving in the United States, Canada, Argentina, Belize, Chile, Guatemala, Guyana, Honduras, Jamaica, Mexico, Panama, Peru, Bahamas, Haiti and Puerto Rico. The Institute of the Sisters of Mercy of the Americas, formed in 1991, currently consists of 25 regional communities. The Sisters of Mercy are specifically charged to fulfill their name. Lives of prayer, community and service embody Catherine McAuley's hope of offering relief to the poor, sick, and ignorant of the world. The Sisters minister practically and concretely through education, health care, and allied social service programs to those in pain, suffering and isolation and especially to poor women and children. Their expressions are grounded by a belief in human dignity, teachings of Christian faith and by their own traditions. Through their sponsorship they strive to affirm the presence of mission and values as an organization's energizing force.

NORTHEAST COMMUNITY

Education has been a focus of the Northeast Community with Sisters ministering in sponsored institutions and teaching in numerous elementary and secondary schools, colleges and universities. They have founded and served in nonprofit agencies with comprehensive child enrichment programs that focus on family literacy, health care and career training. The Sisters care for the sick in sponsored nursing homes and offer pastoral and health services to the sick, elderly and those in rehabilitation. They address the need for systemic change through a Peace and Justice Office and sponsor local soup kitchens and housing facilities where they tend to social and educational needs. They concentrate on religious education and pastoral work and offer service to orphans and emotionally needy children.

Efforts of the Northeast Community extend to Belize and Honduras in Central America and to more than twenty-one dioceses in the US and other countries. In Belize, most Sisters work in Community-owned educational institutions. As well, they own and operate a clinic for the sick and elderly and a kitchen for the elderly poor and make pastoral visits to the poor and imprisoned. In Honduras, Sisters work in the barrios and Christian communities where they own and run a secondary school and serve in a house of prayer.

ABOUT SALVE REGINA UNIVERSITY

As a Catholic university founded by the Sisters of Mercy in 1947, Salve Regina offers a comprehensive, holistic education that fosters the development of each student's distinct and individual talents.

Salve Regina's unique campus is one of the most beautiful in the country and encompasses more than 80 acres. Offering what the National Trust for Historic Preservation has described as a "tour of the great architectural works of the Gilded Age," the campus is set on seven contiguous estates and features 21 structures of historic significance that have been sensitively adapted to meet University needs while also preserving their status as treasures of the 19th and early 20th centuries.

Accredited by the New England Association of Schools and Colleges, the University enrolls more than 2,500 undergraduate and graduate students from across the U.S. and around the world. Salve Regina's diverse range of academic programs is complemented by community service initiatives, co-curricular activities and a full athletics program featuring varsity, intramural and club sports.

Comprised of three interconnected components - the Core Curriculum, the major and elective courses - Salve Regina's curriculum reflects the University mission and provides a wide array of opportunities for students to customize their educational journey. By providing breadth of study in the liberal arts through the Core Curriculum and depth of study through specialized training in the major, it seeks to prepare students to become lifelong learners and responsible, contributing citizens of both their local community and the world.

The undergraduate course of study at Salve Regina is designed to provide not only specific training for a career, but also to further intellectual, social and spiritual growth that will encourage students to seek wisdom and work for a world that is harmonious, just and merciful. The University's graduate and continuing education programs are tailored to the unique needs of adult students, combining the integration of knowledge and personal values with the development of greater competency in both theory and practice.

FOREWORD

The Salve Regina University *Faculty Manual* embodies essential information pertaining to the relationship between the faculty (individually and collectively) and the institution.

The *Manual* contains detailed information regarding terms of employment, manner of appointment and evaluation, policies, procedures and standards for promotion and tenure. It details the responsibilities of faculty members, and serves as a guide for participation in faculty governance. The information contained herein is updated as necessary. The *Manual* should be used in conjunction with other University publications such as catalogs, news bulletins, student handbooks, staff *Manuals*, as well as official policies and correspondence from administrative offices. Official correspondence pertaining to policies and procedures is reviewed regularly for inclusion in the *Faculty Manual*. Faculty members are responsible for keeping abreast of any changes so promulgated as they supersede all others. The most current version of the *Faculty Manual* may be accessed electronically at www.salve.edu.

The University Administration reserves the right to amend, revoke, suspend, restate or replace this *Manual* at its sole discretion. In extraordinary instances, the University President may suspend normal rulings and procedures when, in the judgment of the President, negative consequences of standard rulings or procedures would inhibit, impede or work contrary to the best interests and health of the institution.

A NOTE ON USAGE

This *Faculty Manual* is a substantial revision of the 2005 edition. It seeks to simplify the structure and language of that earlier version, and works toward the elimination of ambiguity wherever possible. There are also minor changes in English usage, most of which are stylistic, not substantive, and clarity of expression is the goal in each case. The words *Faculty Manual* (or *Manual*) are italicized since this is, in effect, a book-length document specific to Salve Regina University, to be distinguished from a generic use of the term. In the same way, the “Statutes of the Faculty” (or “Statutes”) are placed in quotation marks, as a sub-section of this document.

The use of the word “faculty” has evolved over the past several decades. The time-honored use of the word as a collective singular noun is used only, in this document, in instances where the *entire* Salve Regina University faculty is unambiguously seen as a single, collective unit (e.g., “the faculty of the University is”). However, when ambiguity is present and the word *may* refer to a subset of the Salve Regina University faculty or, at times, to faculty in a generic sense, the word is employed as a plural noun (e.g., “faculty are encouraged to consult with their Department Chairs”). In essence, this more contemporary use of the word is elliptical, standing in for “faculty members.”

The word “shall,” except in the interrogative (e.g., “Shall we go?”) has become increasingly rare in American English. The 2005 document, in fact, uses the verb form inconsistently and experts in legal writing have argued that the verb form should be eliminated since it is by far the most misused term in the writing of legal contracts (cf. Michèle M. Asprey, *Shall Must Go*). This version aims at greater precision by replacing “shall” with the most fitting contemporary usage, preferring simplicity and accuracy over grandiloquence or “faux legalese.”

PART 1 – STATUTES OF THE FACULTY

Faculty Status and Responsibilities

Chapter I: Faculty Status and the Categories of the Faculty

A. Faculty Status

The faculty of the University consists of the President, the Provost, Deans and Administrators for academic matters who are granted faculty status by the President, those appointed to the full-time ranks of Instructor, Assistant Professor, Associate Professor, and Professor, and those with full-time Special Faculty Appointments (see I.A.3).

All of the above have faculty status; that is, membership in the faculty.

1. Teaching Faculty

The Teaching Faculty consists of all full-time faculty members appointed to the ranks (I.A.2) and those holding Special Faculty Appointments (I.A.3) whose primary, contractual duties include for-credit instruction to students. Responsibilities that Teaching Faculty may assume without relinquishing Teaching Faculty status are: Chair of a department, director or coordinator of an academic program, and those who continue to have a faculty appointment and faculty contract with reduced-load teaching responsibilities and administrative duties as approved by the Provost and President (Artistic Director of Casino Theatre, etc.).

2. Faculty Ranks (Tenure-Track and Tenured)

Faculty ranks are: Instructor, Assistant Professor, Associate Professor, and Professor.

Those appointed to the ranks of Assistant Professor, Associate Professor, and Professor are eligible to receive tenure. Assistant Professors receiving tenure are nearly always simultaneously considered for promotion to Associate Professor (see Chapter VI).

3. Special Faculty Appointments (Non-Tenure-Track)

Special Faculty Appointments are (a) full-time, (b) non-tenurable positions bearing titles not included in the faculty ranks; for example, Lecturer, Senior Lecturer, “in Residence” positions, and “Clinical,” “Affiliated,” “Visiting” “Distinguished” positions, even when ranked. Occasionally such titles as “in Residence” or “Artistic Director” may be used as secondary titles for ranked faculty as well. In all such cases the rank (Instructor, Assistant Professor, Associate Professor, Professor) is the relevant primary title in matters of process concerning evaluation, promotion and tenure.

4. Administrators with faculty rank and status

Tenured faculty appointed to administrative positions retain faculty rank and tenure.

Teaching Faculty who accept appointments to full-time, non-instructional administrative positions take a formal leave of absence from the Teaching Faculty. While such faculty may on occasion teach a course, they are not regularly scheduled with a reduced teaching load, unlike those listed under 1.A above.

B. Instructional Staff

The Instructional Staff consists of the Teaching Faculty (I.A.1) and those who teach part-time as Adjuncts or Affiliated Scholars. This includes, in their function as teachers, all staff and administrators teaching for the University at a given time.

C. Department Chairs

A Department Chair is a faculty member with administrative responsibilities for an academic department. S/he provides leadership and supervision in academic matters and is responsible to the respective dean on curricular and scheduling matters, and to the dean and Provost concerning budgets and planning, faculty hiring and evaluation, and related personnel matters. In accordance with University policies and procedures, the Department Chair functions to ensure the quality of instruction, curriculum and faculty development in the department.

1. Eligibility for Service

To be eligible to serve as Chair an individual normally should: (a) be a tenured associate or full professor; (b) possess the terminal degree in an appropriate discipline; (c) show evidence of leadership, scholarship, and collegiality; and (d) demonstrate understanding of and commitment to the mission and character of the University and department. A record of participation in departmental operations and familiarity with departmental issues are expected. In the event that an insufficient number of candidates meet these criteria, other tenured, tenure-track, or term-appointed faculty may be considered.

2. Length of Appointment

The length of appointment for the position of Department Chair is normally three years. A Department Chair is eligible to succeed him/herself. While the expectation is that Chairs generally do not serve more than two consecutive three-year terms, the Provost may choose to appoint an individual to additional terms if it is judged to be in the best interests of the University.

3. Selection of the Chair

The Provost selects the Department Chair. In October of the third year of a Chair's term, the Provost will call for nominations of faculty to serve as Department Chair for the next three-year term. The Provost invites department members who wish to do so to provide confidential input on the next Chair, and also invites the department to meet as a group if it so desires. Should the department wish to vote, such a vote constitutes a recommendation to the Provost, to be considered among other factors. The same process would be used to select a Chair when the current Chair is unable to complete a three-year appointment. If, after formal consultation with the department, the Provost determines that the Chair should come from outside the University, the standard faculty recruitment process is to be followed.

4. Duties and Responsibilities

A detailed list of the duties of the Department Chair include, but are not limited to, those given in [Appendix E](#).

5. Evaluation of Performance

The selection of a Chair, with input from members of the department, already constitutes an evaluation process and represents a vote of confidence. Reappointment to additional terms as chair is made after careful consideration, and based on the further advice of department faculty and the respective dean, as well as the Provost's direct experience working with the Chair both through the Academic Council and day-to-day administration.

On rare occasions, the Provost, in consultation with the President, may replace a Department Chair before the completion of his/her term in the best interests of the institution. Such removal from an administrative position has no effect on the Chair's faculty rank, tenure status, or salary: it is related only to his/her performance as an administrator and affects only his/her teaching load.

D. Graduate Program Directors

A Graduate Program is an academic organization within the Graduate and Professional Studies Office that does not have department status but offers a graduate degree, certificate programs, and/or professional studies courses. A Graduate Program Director is appointed by the Provost, in consultation with the Vice Provost and the Department Chair and is the administrator of the affairs of the specific Graduate Program. The Graduate Program Director is a member of a department related to their discipline. For further information related to Graduate Program Directors, please reference [Appendix F](#).

E. Emeritus/Emerita Professor

1. Designation of Emeritus/Emerita Status

The title "emeritus" or "emerita" is conferred upon outstanding faculty at their retirement to honor a distinguished career and provide a lasting connection between the faculty member and the Salve Regina community. Appointment to this status is made by the President of the University to recognize an individual who has been an academic leader at Salve Regina University.

The following criteria guide the selection of a faculty member who is considered by the President for Emeritus/Emerita status:

- a.** At least 20 years of service at Salve Regina University
- b.** Voluntary retirement with rank of Professor earned at Salve Regina University
- c.** Distinguished contributions to his or her academic field and the University
- d.** Nomination by Department Chair or dean
- e.** Positive recommendation by the Provost

2. Privileges of Professors Emeriti

Professors Emeriti retain the following:

- a.** Listing in faculty ranks in University catalogues
- b.** Library privileges
- c.** Salve e-mail
- d.** Participation in Faculty Assembly meetings as a non-voting member
- e.** Participation in ceremonial occasions such as Convocation and Commencement
- f.** Auditing of courses gratis
- g.** Eligibility to participate in the scholarly life of the institution through committee work, teaching, and research as invited by faculty, Provost, or the President
- h.** Inclusion on all faculty mailing lists

Chapter II: Responsibilities and Rights of the Teaching Faculty

A. Teaching, Research and Scholarship, and Service to the University and One's Discipline

Teaching Faculty at Salve Regina University assume general responsibilities in the areas of teaching, research and scholarship, and service to the University and one's discipline. The time devoted to the various aspects of these responsibilities may vary from person to person, and according to the type of faculty appointment held. Whatever the different emphasis given by an individual member of the Teaching Faculty to these general responsibilities, a commitment to teaching, research and scholarship, and service to the University and one's discipline is expected. Faculty have a responsibility to provide excellent teaching for students, of which academic advising and mentoring are an integral part.

Members of the University faculty are part of a wider academic community devoted not only to the education and transformation of students, but also to the advancement of knowledge. This latter responsibility is usually met through scholarship, which includes research, publication, and participation in the affairs of one's discipline or learned societies or, in the case of the visual and performing arts, creative work and performances. In the professional fields, the "scholarship of practice" is of special significance, and the "scholarship of teaching and learning" advances all fields of academic inquiry. Achievement in these areas enriches teaching as well as the intellectual life of the entire University.

In addition, the University is a cooperative society which functions well and effectively only when each member contributes to this society. This kind of cooperative service to the University is expected.

When faculty assume responsibilities in the areas of teaching, scholarship, and service to the University, they make a positive contribution to the Mission of the University.

The following clarifies what is meant by teaching, research and scholarship, and service to the University and one's discipline.

1. Teaching

- a.** Effectiveness in communicating the content of the discipline and in stimulating attitudes of intellectual curiosity and disciplined inquiry.
- b.** Competent fulfillment of teaching duties in assigned courses.
- c.** Observance of academic regulations concerning course schedules, examinations, cancellation of classes, and submission of grades.
- d.** Clear direction given to students and a fair evaluation of their work in examinations.
- e.** Research and development of new methods, approaches, and courses as appropriate.
- f.** The regular and effective academic advising and mentoring of students.
- g.** Regular availability and prompt communication with one's students, using whatever means are appropriate.

2. Research and Scholarship

Meaningful scholarly and professional development, as reflected in research and practice, as well as creative activities, as appropriate to the discipline. The items listed below are examples of such scholarly and professional development. They provide indications of intellectual vitality and respect in the discipline. These items are not a checklist for purposes of promotion and tenure; they are, rather, intended to give some idea of the breadth of the phrase “research and scholarship.”

- Publications, especially when peer-reviewed: books, articles, book chapters, reviews. These publications may include discipline-specific, content-based research as well as the scholarship of teaching, learning, and practice.
- Exhibition, publication, or performance of creative work.
- Editing, translation, or review of printed materials, technological materials, or other media.
- Original audio-visual and web-based productions, to include computer programs/software, that are educational and used by the public.
- Presentations before professional, scholarly, or faculty groups or before groups of the general public on academic topics.
- Participation in panel discussions at scholarly conferences and meetings.
- Design and organization of professional conferences, exhibitions, or seminars.
- Receipt of awards, fellowships, grants, or commissions.

3. Service to the University and to One's Discipline

The Teaching Faculty shares a general responsibility for the integrity of the University's educational endeavor. “Service to the University” means taking some part in that responsibility, beyond ordinary classroom and department assignments. The following are some examples of how the faculty contributes service to the University:

- a. participation in meetings of the faculty;
- b. participation in department meetings and on department committees, effective contribution to the development and operation of the department;
- c. attendance at commencement ceremonies, convocations, and other events where faculty presence is important (e.g., admissions and alumni events);

- d. contribution to the University through membership on standing University committees, as well as ad hoc committees and task forces convened by the Faculty Assembly or the administration;
- e. contribution to the academic community through work in professional societies;
- f. facilitation of student involvement in service and other co-curricular activities that contribute to the education of the whole person;
- g. participation in campus events and activities, as appropriate;
- h. pro-bono service to the larger civic, social, and cultural community; i.e., a service which relates to academic expertise and promotes goodwill for the University.

B. Special Faculty Appointments and General Responsibilities of the Teaching Faculty (Teaching, Research and Scholarship, and Service to the University and to One's Discipline)

Those who hold a Special Faculty Appointment (see I.A.3) are expected to provide excellent teaching (described in II.A.1 above). They are expected to serve on department committees and attend department meetings, Commencement ceremonies, Convocations, and meetings of the faculty. They may serve on University committees open to them, but are not required to do so.

While faculty who hold a Special Faculty Appointment are expected to remain current in their academic discipline, their reappointment is not contingent upon research and scholarship as defined in II.A.2, above.

C. Collegial Responsibilities: Implications of Contracts and Contract Letters

By signing a teaching contract with Salve Regina University or by continuing a contract affirmed in a contract letter, all members of the Instructional Staff ("Statutes of the Faculty," I, B) agree to accept University policies and procedures found in this *Faculty Manual*, in University catalogs, news bulletins, handbooks, policies, memoranda, etc. and in amendments to these documents that may go into effect from time to time.

The following general list of policies and procedures applies to the Teaching Faculty ("Statutes of the Faculty," I, A.1) and, where indicated, to all of the Instructional Staff. Adherence to these policies and procedures is a sign that an individual wishes to work cooperatively as a member of a community of scholars.

1. Contractual Duties

a. Contractual duties which apply to all members of the Instructional Staff:

- i.** preparing and teaching classes;
- ii.** adhering to the teaching schedule assigned and holding classes in the room assigned;
- iii.** thoroughly teaching about and concentrating on the subject matter of the course topic with open-mindedness and objectivity;
- iv.** advising students;
- v.** preparing, proctoring, and correcting examinations;
- vi.** submitting grades to the Registrar by the deadline;
- vii.** the timely directing, reading, grading and returning (with helpful comments) of student reports, papers, and other material;
- viii.** the writing of letters of recommendation or evaluation for students, as appropriate.

b. Additional contractual duties which apply to members of the Teaching Faculty:

- i.** service on, and cooperation with, University committees and department committees; running for election to or volunteering for service on these committees;
- ii.** participation in meetings of the faculty and departmental meetings;
- iii.** attendance at Commencement ceremonies, Convocation, and admissions events (e.g., Open House);
- iv.** the regular examination of library holdings in one's field and the recommendation of purchases and subscriptions for the library;

c. Additional contractual duties that apply to Associate Professors and Professors:

Members of the Teaching Faculty who are Associate Professors and Professors, as part of their professional responsibilities and service to the University, have a special obligation to volunteer for or run for election to University committees.

2. Outside Activities

a. Primary and Full-Time Occupation

- i.** By signing a teaching contract with Salve Regina University or by continuing a teaching contract which is affirmed in a contract letter, a member of the Teaching Faculty agrees to make a faculty position at the University his/her primary and full-time occupation.
- ii.** Members of the faculty are encouraged to become involved in professional activities in line with their academic pursuits. They must obtain, however, the written authorization of the Provost for compensated professional and non-professional activities not associated with Salve Regina University (e.g., teaching at another institution or operating a consulting business). Whether or not these “outside” activities interfere with effective classroom, advising, and collegial performance is a judgment made by the Provost. Traditional scholarship, conferences and publications, even when resulting in compensation, require no administrative approval.
- iii.** Intellectual property (e.g., scientific patents) developed by faculty at the University is treated in the Policy on Intellectual Property.

b. The University and Outside Employment

- i.** The University is not under any obligation to make any scheduling adjustments so that a member of the Teaching Faculty may hold employment at another institution or organization. All outside employment should be discussed with the Department Chair and must be reported annually to the Office of Academic Affairs.
- ii.** Faculty members who work as consultants or counselors or in any other private capacity do so as individuals. The University takes no responsibility for such services.

D. Academic Freedom

1. Principles Animating the University’s Commitment to Academic Freedom

Institutions of higher education are conducted for the common good and not to further the interest of either the individual or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning.

Salve Regina University endorses the following principles from “The Statement of Principles on Academic Freedom and Tenure” endorsed by the American Association of University Professors, the Association of American Colleges and Universities, and many other organizations:

- a. “Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.”
- b. “Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.”
- c. “College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraints, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.” The AAUP’s 1970 interpretation of the 1940 *Statement* further clarifies the matter: “The controlling principle is that a faculty member’s expression of opinion as a citizen cannot constitute grounds for dismissal unless it clearly demonstrates the faculty member’s fitness for the position.”

2. The Mission of the University

Pursuant to the provisions of the endorsed statement above, the University declares it to be the duty of faculty members to respect the Mission and religious aims of the University in the classroom and in public utterances.

The Second Vatican Council’s Declaration on Religious Freedom (*Dignitatis Humanae*, Section 3) provides a foundation for Salve Regina University’s policies and practices on the matter of academic freedom: “Truth is to be sought after in a manner proper to the dignity of the human person and his social nature. The inquiry is to be free, carried on with the aid of teaching or instruction, communication, and dialogue.” In 1990, Pope John Paul II affirmed the importance of academic freedom across (and between, through integration and interdisciplinarity) the disciplines at Catholic universities, including the intrinsic importance of teaching and scholarship:

A Catholic University, therefore, is a place of research, where scholars *scrutinize reality* with the methods proper to each academic discipline, and so contribute to the treasury of human knowledge. Each individual discipline is studied in a systematic manner; moreover, the various disciplines are brought into dialogue for their mutual enhancement.

In addition to assisting men and women in their continuing quest for the truth, this research provides an effective witness, especially necessary today, to the Church’s belief in the intrinsic value of knowledge and research. (*Ex Corde Ecclesiae*, Part I, A1.15)

3. Identification with the University

In their scholarly and artistic activities, all members of the Instructional Staff (Statutes, I, B) are encouraged to indicate their affiliation with Salve Regina University. They should be cautious, however, about attaching their title and affiliation with the University to their signature when signing petitions or publishing anything that is not related to educational or scholarly matters.

(The following examples are offered for clarification purposes only: (a) A teacher at the University publishes an article on a scholarly or artistic matter. It could be signed with the author's name and "Professor of such-and-such / Salve Regina University." The public understands that such statements are an individual's professional opinion. (b) Another teacher publishes an article on a civic or political matter which has nothing to do with his or her discipline. In this case, s/he should not "sign" the article as "Professor of such-and-such / Salve Regina University." The author's association with the University is irrelevant but might, in some cases, be mentioned in a biographical note on the author or in passing in the text. (c) Letters to the Editor on issues not related to the faculty member's discipline should not attach the author's position at Salve Regina University to the author's name (i.e., underneath the "signature"), unless the letter has been authorized by the administration. Here again, the author's association with the University could be mentioned in a biographical note on the author or in passing in the text.)

4. Summary

All persons on the Instructional Staff (Statutes, I, B), whether serving full-time or part-time, are guaranteed the enjoyment of academic freedom. They have not only the right, but also the duty, to participate fully in the search for and the communication of truth. It is the policy of Salve Regina University to encourage freedom in teaching, discussion, research, and publication.

According to accepted standards of the academic profession, while faculty members speaking or writing as citizens should be free from institutional censorship or discipline, their position in the community imposes special obligations. Hence, they should at all times be accurate, exercise appropriate restraint, show respect for the opinion of others, and make it clear when they are not representing the institution.

The official University letterhead stationery is for normal and routine University business correspondence. It is not to be used to express a personal opinion or for personal correspondence.

All those who teach at Salve Regina also have an obligation to support and show public respect for the Mission and values of the University.

Faculty Appointment, Evaluation, Promotion, Tenure and Sabbaticals

Chapter III: Qualifications for Appointment to the Teaching Faculty

A. Faculty Ranks

1. Professor.

A prospective Professor must be someone who is recognized in his/her field for academic achievement and teaching. Normally, the candidate for appointment as Professor is someone who has held this rank at another institution, has at least ten years of teaching experience at a comparable institution, and, prior to appointment, has fulfilled the applicable criteria and requirements for promotion specified in these “Statutes.” (See Chapter VI, Section B.) Initial appointments to this rank are rare.

Appointment to the Teaching Faculty with the rank of Professor requires the possession of either (a) the earned doctorate that is appropriate to the field or discipline taught or (b) the terminal degree that is appropriate to the field or discipline taught.

2. Associate Professor.

A prospective Associate Professor must be someone who is recognized in his/her field for academic achievement and teaching. Normally, the candidate for appointment as Associate Professor is someone who has held this rank at another institution, has at least five years of teaching experience at a comparable institution, and, prior to appointment, has fulfilled the applicable criteria and requirements for promotion specified in these Statutes. (See Chapter VI, Section B.)

Appointment to the Teaching Faculty with the rank of Associate Professor requires the possession of either (a) the earned doctorate that is appropriate to the field or discipline taught or (b) the terminal degree that is appropriate to the field or discipline taught.

3. Assistant Professor.

A prospective Assistant Professor must show that s/he has begun to develop the kind of abilities in teaching and scholarship that are described in Chapter II. Appointment to the Teaching Faculty (I.A.1) with the rank of Assistant Professor requires the possession of either (a) the earned doctorate that is appropriate to the field or discipline taught or (b) the terminal degree that is appropriate to the field or discipline taught.

4. Instructor.

A prospective Instructor must give promise of developing the abilities in teaching and scholarship that are described in Chapter II. The rank of Instructor requires at a minimum the possession of a master’s degree in the discipline taught. Since the Instructor may not be considered for tenure without the earned doctorate or other terminal degree, this rank is given rarely, and only to candidates demonstrably near completion of their studies.

B. Special Faculty Appointments

Special Faculty Appointments (I.A.3) are made in order to fill a special need or complete a specific assignment; these are non-tenurable appointments.

Special Faculty Appointments may include the following:

1. Lecturer.

Lecturers allow the University to benefit from the experienced person who, although sometimes lacking the usual academic credentials for appointment to a traditional rank, possesses a rich professional background and competence as a teacher. These appointments are renewed annually in consultation with the administration, and the Chair of the department, in response to a regular evaluation.

2. Senior Lecturer.

Lecturers with at least ten years of experience at Salve Regina University may be eligible to receive three-year contracts as Senior Lecturers. Such contracts are given at the discretion of the administration, and are not to be considered an automatic right; contracts for Senior Lecturers are renewed in consultation with the administration and Department Chair, and may be for one, two, or three years.

3. Visiting, Clinical, In-Residence, Affiliated, etc.

Most often at the recommendation of the Department Chair, the administration may grant a special faculty appointment to fill a particular need with a “Visiting,” “Clinical,” “In-Residence,” “Distinguished Visiting” or other such position. Such appointments frequently meet a temporary need, and contracts are nearly always for a single year. These faculty members are not eligible for tenure unless they are subsequently hired into a tenure-track position. They may or may not hold the terminal degree.

All of these appointments are considered outside the conventional rank and tenure structure and are, therefore, not subject to all of the usual requirements or qualifications.

C. Joint Appointments

1. Appointment Procedures

A joint faculty appointment that is shared between academic departments may be created from the existing appointment of a current faculty member, or be a new or replacement position that is designated as a joint appointment. When hiring a new faculty member to a joint appointment, advertisement of the position, composition and procedures of the faculty search committee, and evaluation of applicants are governed by the policies of the departments sharing the appointment, relevant academic deans, and the provost. Terms of the joint appointment will be clearly articulated to candidates for the position throughout the search process.

2. Specific Considerations

Faculty members jointly appointed to tenure-track or tenured positions possess all rights and obligations appropriate to rank and tenure status in each department sharing the appointment. The faculty member is a full member of the relevant academic communities in all senses.

a. Expectations:

1. Teaching

The normal faculty teaching load will be evenly distributed between the departments that share the appointment over a two year period. In the event of course releases because of administrative appointments, grants, awards, leave of absence, or other reasons, the teaching reduction normally will be in the department through which the course release originates. If the mechanism through which the teaching reduction is obtained does not originate primarily from within a single department, the distribution of course releases will be determined in consultation with appropriate academic administrators.

2. Scholarship & Service

Individuals holding a joint appointment are expected to meet the scholarship and service obligations of the faculty manual with the acknowledgement that interdisciplinary research is likely to benefit both academic programs to which the faculty member is appointed.

3. Governance

Unless otherwise agreed, faculty holding joint appointments shall have full governance rights and responsibilities in the departments to which they are appointed. These rights and responsibilities may include, but are not limited to, participation in departmental decision making and eligibility for participation in departmental and University committees.

b. Faculty Evaluation, Tenure, and Promotion

Reappointment, mid-point to tenure review, and evaluation for tenure and promotion are done by the departments that share the appointment. The faculty member is reviewed by the departments, relevant academic deans, and provost according to processes defined in the faculty manual.

The departments to which the faculty member is jointly appointed share the responsibility for overseeing and evaluating his or her performance. If one of the departments recommends contract renewal, tenure, and/or promotion and the other department does not, the faculty member's contract renewal, tenure, and/or promotion can be approved based on the recommendation of one department. If the faculty member's teaching or scholarly focus ultimately shifts away from one of the departments sharing the appointment, that person's appointment may be shifted fully to another department.

3. Allocation of Resources

a. Office Space and Operating Support

The nature and extent of teaching, scholarship, and service expectations shall determine each department's allocation of office space, computers, telephones, and other forms of support. Both departments are responsible for the provision of resources.

b. Student-Generated FTE Accrual

For courses taught by faculty holding joint appointments, the credit hours generated by student enrollments shall accrue to the departments or programs listing the courses unless otherwise agreed.

c. Funded Projects

When faculty holding joint appointments seek or obtain external funding for projects, the appropriate administrators shall determine the allocation of those funds. Overhead recoveries and other monies budgeted from external sources shall usually go to the department most closely related to the purpose for which the funding was obtained.

4. Statement on Affiliated Faculty

Faculty may be publicly listed as affiliated with an academic department or program at its discretion. Public notice of affiliation recognizes the closeness of the faculty member's academic specialization and expertise to the field of academic activity of that department or program. Affiliation also recognizes the willingness of the faculty member to work with students pursuing degrees in that department or program or to make other occasional contributions. Such a listing is not an "appointment" but an effort to help students and the public at large identify a wider range of faculty with expertise in the subject. These affiliations carry no other specific rights or obligations on the part of the department or program or the faculty member. Affiliation status should be kept current by the department or program, preferably for a specific renewable time period such as three or five years. Affiliation or its renewal does not involve a formal appointment process.

D. Terminal Degree

1. The meaning of the term

a. The expression "terminal degree" means the last degree commonly earned in a discipline at an accredited institution. Those appointed to the ranks of Assistant Professor, Associate Professor, and Professor must have the terminal degree that is appropriate for the field or discipline in which they are appointed and is accepted as such by the academic community.

b. It is understood that what constitutes a terminal degree continues to evolve in some disciplines. For this reason, the latest edition of the criteria set by recognized professional/academic organizations which accredit or certify departments or establish standards for membership in these organizations will be consulted as a source of professional advice when making decisions about an acceptable terminal degree.

2. Visual and performing arts

The University recognizes the MFA as the terminal degree in the applied areas of the visual and performing arts for matters such as appointment, rank, tenure, promotion, and any merit system.

3. International doctorates

In those cases where a doctoral degree is granted by an international institution, the University has the right to require research and documentation concerning the credibility of the institution and the acceptability of the doctoral degree.

E. Members of Religious Orders

The University does have a preference with respect to hiring members of Roman Catholic religious orders. If all candidates are equally qualified, a member of a religious order will receive priority; and if all candidates are members of religious orders and all are equally qualified and if one of them is a Sister of Mercy, then the Sister of Mercy will receive priority.

Chapter IV: Appointment, Reappointment, and Issuance of Contracts to the Teaching Faculty

A. General Information

1. Faculty responsibility.

Teaching Faculty, to the degree appropriate to their rank or appointment, are expected to participate in the process of searching for, recommending the appointment of, and evaluating faculty. This process is an essential contribution to the functioning of a university.

2. Confidentiality.

Teaching Faculty and administrators involved in appointment/personnel procedures will treat as confidential (a) information disclosed or discussed during such procedures and (b) the results of those procedures, until they are officially announced.

3. Contract and contract letter.

Those who sign a teaching contract are required to fulfill the responsibilities and obligations set forth in this *Faculty Manual*. Teaching Faculty sign a contract which specifies that they are members of the Teaching Faculty. A contract letter continues a contract in force but with adjustments for salary, dates, and other changes consistent with these Statutes.

Terms of appointment for non-tenured faculty members and newly appointed members are made by contract; tenured faculty usually receive annual contractual salary letters.

4. Administrative duties.

The duties of the Provost, as described in this Chapter, may, at the discretion of the President, be assigned to or divided among any administrators designated by the President.

B. Initial Appointment to the Teaching Faculty

1. Appointment contract

a. Authority to appoint. Appointments to the faculty are made by the President of the University. The formal contract, signed by both the faculty member and the President or the President's designee, indicates the type of appointment (see Chapter I concerning ranked faculty and Special Faculty Appointments), salary, duration of the contract, and other conditions of appointment. Contract offers are made by the Provost, not deans, chairs, directors, or individual faculty members.

b. Contract time period. The contract is for the specific period indicated in the contract and does not imply any rights to renewal. Normally, initial appointments are made for one academic year.

c. Contract type. The types of contracts for initial appointments are as follows:

- (1) probationary (tenure-track) appointments (see 4 below);
- (2) tenured appointments, when special circumstances warrant this;
- (3) special faculty appointments (including “Lecturer,” “Visiting” and “in Residence”) that are clearly limited to a term of association with the University and do not lead to tenure.

d. Contract changes. Any changes in the terms indicated in the initial contract are to be put in writing and signed by both the faculty member and the President or President’s designee.

2. Appointment policy

a. All searches for new faculty are conducted according to University hiring policies.

b. All those involved in searches for new faculty are to keep in mind the following:

- i.** An understanding that Salve Regina is a university committed to the transformative education of students, and seeks faculty who equally embrace teaching, research and scholarship, and service (see II.A of these Statutes) and who will serve the institution in the broadest possible manner;
- ii.** Appointments must be based primarily on the University’s needs and priorities, the candidate’s qualifications, and standards outlined in this *Faculty Manual* (see especially Chapters II and III of these “Statutes”);
- iii.** Salve Regina University welcomes to its teaching community persons who respect its vision and desire to share in responsibility for fulfilling its Mission;
- iv.** The University is an institution where Catholic values and intellectual interests are pursued. Since this type of study achieves a special vibrancy when placed in relation to other traditions and points of view, the University welcomes to its faculty, as well as to its student body, a wide diversity of individuals, among whom such traditions and points of view are represented.

c. The University does have a preference with respect to the hiring of members of Roman Catholic religious orders (see III.E of these “Statutes”).

3. Procedure for initial appointments

- a. **Authorization for a faculty position.** The Department Chair, after discussing program needs with the department faculty, may propose to the Provost that a new faculty position be added or that a vacated position be filled. The proposal, in writing and with supporting rationale, should be made at least 18-months before the appointment is expected to commence. Each year the Provost is to call for such recommendations. The administration may wish to reallocate positions from one department to another, or postpone a search. The Provost, after discussing the matter with the President, will notify the Chair whether a search may be initiated. The Chair will formulate a position announcement and send it to the Provost with suggestions about appropriate web sites, journals or newspapers for its posting. It is strongly encouraged that faculty searches be conducted nationally to attract the most qualified and diverse pool of applicants available (for more details on the search process, see [Appendix A](#), “Procedures for Faculty Searches”). Normally, all searches for September appointments are to be concluded by April 15.
- b. **Search Committee.** The Provost appoints the Search Committee. Normally, members of the committee will be the Chair and at least two tenured faculty members. Tenured faculty members may be from the department or cognate areas. It is highly recommended that one committee member be from outside the academic department. In the case of interdisciplinary appointments, every effort should be made to include the most directly-affected programs. Five is considered an ideal size, but exceptions to this general rule are permitted.
- c. **Interviews.** The Search Committee will review all applications for the advertised position and propose to the Provost no more than three finalist candidates to be invited to the campus for an interview and a class presentation or a scholarly lecture. The candidates will be interviewed by all members of the Search Committee, the appropriate dean, and by the Provost. At the Provost’s discretion, additional meetings may be arranged (e.g., with other Department Chairs or the VP for Mission Integration). Members of the department or program who did not serve on the Committee should have a reasonable opportunity to review the applications of those who will be interviewed and meet with the candidates. Both faculty and students will be invited by the Chair to attend the candidates’ presentations. It is strongly encouraged that students have an opportunity to meet the candidates and provide feedback to the Search Committee.
- d. **Recommendation to appoint.** The Search Committee makes a recommendation to the Provost on the appointment. If necessary, the Provost discusses the recommendation with the Search Committee to resolve outstanding issues or ambiguities before consulting with the President about the appointment. On rare occasions, the Provost may reject the search committee’s recommendation; in other instances, the candidate selected may decline the offer. For these reasons, search committees should list their finalists in order of preference, and also make it clear to the Provost if any of the finalists is unacceptable. With the President’s assent, the Provost will negotiate and issue a contract to the selected candidate.

4. Tenure-track/probationary appointments

- a. Purpose.** The terms “tenure-track” and “probationary” describe an appointment which (1) provides a faculty member with sufficient time to demonstrate the ability to perform faculty responsibilities (see Chapter II of these Statutes) and (2) gives faculty colleagues, the relevant academic dean, and the Provost sufficient opportunity to observe and evaluate the faculty member’s performance before an application for tenure is made. Appointment to a tenure-track position does not imply a right to tenure or that tenure will be granted.

When initially appointed, the new faculty member will be advised by the Provost of the standards and procedures applied in decisions affecting renewal and tenure. Any special standards applicable to the faculty member’s department or program will also be specified. The faculty member will be advised of the time when decisions regarding renewal or tenure are ordinarily made, and will be given the opportunity to submit material in support of his/her application.

- b. Length of the appointment.** The normal probationary period before tenure commences is divided as follows:

- five years as a member of the Teaching Faculty with a ranked, tenure-track appointment;
- on September 1 of the sixth year, the faculty member makes application for tenure as described in Chapter VI of these Statutes;
- if tenure is granted, a contract or contract letter with tenure is offered at the end of the sixth year for the seventh year of teaching.

This probationary period may be altered by contractual agreement. In some cases, one or more years of previous full-time teaching experience at another university or college may be counted towards fulfilling the probationary period at Salve Regina University. Generally no more than three years are so counted, even when the total of full-time college/university teaching elsewhere is significantly greater. Any shortening of the probationary time must be specified in writing by the Provost; this communication will indicate how this modified schedule will affect when the new faculty member is to undergo the Pre-tenure Review, since this review is normally undergone in the third year of a probationary, tenure-track appointment.

Time spent as a full-time administrator or part-time teacher at Salve Regina University or any other institution is not counted toward the probationary period (see Chapter VI, B.1.f.).

5. Special Faculty Appointments

Special Faculty Appointments (see Chapter I, A.3) are not tenure-track and cover only the period of time specified in the contract. Faculty members holding these appointments may not assume renewal beyond the contract period.

6. Terminal appointments

- a. All Special Faculty Appointments (see 5 above) are considered terminal at the end of the contract period, unless action is taken to issue a new contract.
- b. Faculty members on probationary appointments who receive notice that they will not be reappointed are considered to hold terminal appointments after the notification date.

C. Procedures for Reappointment during the Probationary Period

1. General information

- a. **Objective of discussions.** During the probationary period, the member of the faculty will have discussions with the Department Chair, dean of the academic area and the Provost. The principal objective of these discussions is to enhance the overall professional profile and performance of the faculty member.
- b. **Department Chair.** The Provost may assign the Chair's duties, including the completion of the evaluation forms, to someone other than the Department Chair (as when the Chair is under evaluation as a probationary faculty member, is hired from outside the institution, or there are no tenured faculty members in the department). Such occurrences are, however, rare.
- c. **Class observations.** An observation of a faculty member's teaching should be scheduled in advance. The form to be used for this observation, the [Teaching Review](#), is signed by the faculty member whose class has been observed only to indicate that s/he has read it. The faculty member may add a written commentary if s/he wishes.

A faculty member on tenure-track may also ask other members of the Teaching Faculty for additional observations with written reports. The faculty member may have these additional observations included in the dossier that is sent to the Department Chair and forwarded to the dean of the academic area and Provost (2 and 3 below). The faculty member may add his/her own comments to these additional observations.

- d. In the event of unforeseen circumstances, the Provost may grant an extension of the deadlines listed in this section.
- e. If a member of the faculty receives a terminal contract, the procedures described in this section (C) do not apply and are not followed.

2. First Year

Before November 15 of the first semester of the probationary contract (B.4 above), the member of the faculty submits the following to the Department Chair:

- an updated Curriculum Vitae and
- a brief Outline of Goals for the academic year.

The [General Review](#) (description, [Appendix B](#)) should be used as a guide for writing the Curriculum Vitae and Outline. The full General Review is submitted each year by June 30, and serves in lieu of an annual report for all faculty who plan to seek promotion and/or tenure. Appropriate forms are provided as a part of this appendix.

Before November 15 the Department Chair or someone delegated by the Chair, appropriate dean, or Provost observes the faculty member's teaching of at least one class. The [Teaching Review](#) is used as a guide for the class observation(s).

By December 1, the Department Chair meets with the member of the faculty in order to discuss the following: (a) the Curriculum Vitae and the Outline of Goals, (b) the completed Teaching Review, and (c) and the responsibilities and criteria mentioned in these "Statutes of the Faculty." The faculty member should regard this meeting as an occasion to make whatever improvements are necessary in the Curriculum Vitae and Outline of Goals.

At this same meeting or earlier, the faculty member receives a copy of the completed Teaching Review, discusses it with the Chair, and signs it. The faculty member's signature indicates only that s/he has read the form as completed. The faculty member may add written comments to this form and these comments become part of the completed form. The following is forwarded to the Office of Academic Affairs by no later than December 15: (a) the final versions of the faculty member's Curriculum Vitae and Outline of Goals, (b) the completed Teaching Review, (c) any reports concerning additional class observations made by other members of the Teaching Faculty, as described in 1.c. The material listed in this paragraph will become part of the faculty member's dossier for future considerations related to promotion and tenure. If no serious concerns are registered by the Chair, no further correspondence is necessary, and no meetings with the Provost are required.

While appointment to a tenure-track position does not guarantee tenure, a probationary appointment typically progresses over several years, as described in these Statutes, and annual recommendation letters to reappoint tenure-track faculty are not required. If, however, the Department Chair has serious concerns about the candidate, s/he forwards the following to the Provost by December 15: the usual materials (a, b and c above) and (d) a letter stating whether or not the Chair recommends the renewal of the faculty member's contract. Based on the evidence presented to the Provost, the Provost will meet with the probationary faculty member to (a) express concerns about the faculty member's successful progression toward tenure or (b) inform the faculty member that his or her contract will not be renewed. The Provost may also, in consultation with the Department Chair and the President, choose not to renew the contract of a probationary faculty member when this decision is deemed to be in the best interests of the institution. All contracts are issued by the President, and all decisions to offer or decline to offer a contract to probationary faculty are made with the President's prior approval.

3. Second, fourth, and fifth years of the probationary appointment

- a. During the second, fourth, and fifth academic years with a probationary appointment, the faculty member on tenure-track will present the following by November 15 of these years:
- an updated Curriculum Vitae and
 - a brief Outline of Goals for the academic year.

The General Review should be used as a guide for writing the Curriculum Vitae and Outline. This Outline should also be written in light of the criteria for promotion and tenure (Chapter VI, B) and contain a self-evaluation for the preceding academic year. As noted above, the full General Review is submitted each year by June 30, and serves in lieu of an annual report for all faculty who plan to seek promotion and/or tenure.

During the third year of the probationary contract, the procedure described in this section (C) is modified, and the candidate follows the third-year Pre-tenure Review process described in Chapter V of this *Manual*.

Similarly, during the sixth year of the probationary contract, the procedure described in this section (C) does not apply. Instead, the tenure application process described in Chapter VI is followed.

- b. **Teaching observations.** The Department Chair or someone designated by the Chair or the Provost observes the faculty member's teaching according to the following schedule:
- Second and third years of the probationary period - by November 15 during the first semester and at any class during the second semester.
 - The Teaching Review conducted in the fall of the third year is part of the third-year Pre-tenure Review, as detailed in Chapter V.
 - Fourth and fifth years of the probationary period - by November 15 during the first semester and at any class during the second semester.

The report on the class observation follows the guidelines set forth in the Teaching Review. The faculty member on tenure-track may also ask other members of the Teaching Faculty to do additional observations with written reports (see 1.c above).

- c. **Meeting with the Department Chair.** The Department Chair meets with the member of the faculty in order to discuss the following: (a) the faculty member's Curriculum Vitae and the Outline of Goals, (b) the completed Teaching Review, and (c) the faculty member's fulfillment of the responsibilities and criteria mentioned in these "Statutes of the Faculty." The faculty member should regard this meeting as an occasion to make whatever improvements are necessary in the Outline of Goals.

This meeting is to take place before December 1 for faculty in the second year of a probationary appointment, and before December 15 for faculty in the fourth and fifth years of a probationary appointment. A meeting is also required in the fall semester of the third year, and is included as part of the Pre-tenure Review described in Chapter V.

At this same meeting or earlier, the faculty member receives a copy of the completed Teaching Review, discusses it with the Chair, and signs it. The faculty member's signature only indicates that s/he has read the form as completed. The faculty member may add written comments to this form and these comments become part of the completed form.

Within two weeks of this meeting, the Chair forwards the following to the Provost: (a) the final versions of the faculty member's Curriculum Vitae and Outline of Goals, (b) the completed Teaching Review, (c) any reports concerning additional class observations made by other members of the Teaching Faculty (a copy of the Teaching Review for a class observation in the second semester is forwarded later). The material listed in this paragraph will become part of the faculty member's dossier for future considerations related to promotion and tenure (see Chapter VI, C.1.c). If no serious concerns are registered by the Chair, no further correspondence is necessary, and no meetings with the Provost are required.

d. Role of the Provost. While appointment to a tenure-track position does not guarantee tenure, a probationary appointment typically progresses over several years, as described in these "Statutes," and annual recommendation letters to reappoint tenure-track faculty are not required. If, however, the Department Chair has serious concerns about the candidate, s/he forwards the following to the Provost by December 15: the usual materials (a, b and c above) and (d) a letter stating whether or not the Chair recommends the renewal of the faculty member's contract. Based on the evidence presented to the Provost, the Provost will meet with the probationary faculty member to (a) express concerns about the faculty member's successful progression toward tenure or (b) inform the faculty member that his or her contract will not be renewed. The Provost may also, in consultation with the Department Chair and the President, choose not to renew the contract of a probationary faculty member when this decision is deemed to be in the best interests of the institution. All contracts are issued by the President, and all decisions to offer or decline to offer a contract to probationary faculty are made with the President's prior approval.

4. Notification of Non-renewal of Contract for Probationary Faculty

Notification that a contract will not be renewed for the following academic year will be issued as follows: (1) not later than March 1 for faculty in the first academic year of the probationary period; (2) not later than January 15 for faculty in the second academic year of the probationary period; (3) at least twelve months before the expiration of an appointment after completing two or more years of the probationary period. Credit granted toward tenure at hiring will have no bearing on this schedule of notification, as the latter refers to the number of years the candidate has been employed at the University.

D. Additional Contracts for Full-Time Teaching Faculty with a Special Faculty Appointment

1. Procedures for issuing additional contracts

- a.** At the discretion of the Provost, a member of the faculty who holds a Special Faculty Appointment (“Statutes,” I.A.3) and who requests consideration for another contract may be required to present the following to the Department Chair: an updated Curriculum Vitae, a Self-Evaluation Statement for the preceding year with appropriate supporting material, and an Outline of Goals (as a teacher at the University and in his/her field) with a plan for achieving these goals. The faculty member’s Outline should focus on faculty responsibilities as described in these “Statutes” and on his/her performance as a teacher. This faculty member will be given sufficient time to prepare these statements. The General Review evaluation form used by faculty seeking promotion and/or tenure may also be used by faculty members with a Special Faculty Appointment, as a guide for writing the Curriculum Vitae, Self-Evaluation Statement, and Outline of Goals.

It is the responsibility of the Chair to evaluate, on a regular basis, all faculty members with special appointments, and to recommend reappointment as appropriate.

- b.** The Department Chair or someone designated by the Chair or Provost observes the teaching of this faculty member. The Teaching Review is to be used as a guide for the observation.

The faculty member is free to ask other members of the Teaching Faculty for additional observations of his/her teaching.

- c.** The faculty member with a Special Faculty Appointment (I.A.3) meets with the Chair to discuss the following: the class observation(s), the Self-Evaluation Statement, and the Outline of Goals. The faculty member may edit the Statement and Outline as a result of this discussion. Within fifteen days of this discussion, the final version of the Self-Evaluation Statement and Outline of Goals must be sent to the Chair.
- d.** If there is a concern about a faculty member with a special appointment, the Chair will send the faculty member’s final Self-Evaluation Statement and Outline of Goals to the Provost, along with the Chair’s own evaluation and recommendation concerning the faculty member. The Chair will consider the faculty member’s performance as a teacher and member of the department, as well as the needs of the department/program. The Chair sends a copy of this recommendation and evaluation to the faculty member.
- e.** After receiving the material listed in d above, the Provost may meet with this member of the faculty with a Special Faculty Appointment (I.A.3), who wishes to be considered for another contract, in order to discuss the material received and University’s needs. Whenever possible, this meeting will be between April 1 and May 15.
- f.** The University may choose not to renew the contracts of faculty who hold special faculty appointments for any number of reasons, including: (1) concerns about the performance of the faculty member in questions; (2) changing academic priorities; (3) discontinuation or consolidation of academic programs; (4) financial concerns.

- g.** The Provost will send a recommendation to the President. The President makes the final decision on the renewal of the Special Faculty Appointment (I.A.3); this decision is communicated to the faculty member through the Provost. Whenever possible, notification of another Special Faculty Appointment contract for the next academic year will be made by June 30 by a letter offer and a contract.

Chapter V: The Pre-Tenure Review

A. General Information

All faculty hired on the tenure track are required to participate in a Pre-Tenure Review, usually in the third year of their employment by the University. By September 1, the Office of Academic Affairs will notify faculty members starting their third year of tenure-track employment that they will be participating in the Pre-Tenure Review during the coming academic year. The faculty member's Department Chair also receives this notification.

In the case of faculty who are given credit toward tenure at the time of hiring, the timing of the Pre-Tenure Review will be determined by the Provost, in consultation with the new faculty member and the Department Chair. The Provost will communicate, in writing, the modified schedule, to both the new faculty member and the Chair.

B. Pre-Tenure Review Schedule and Process

By January 15 of the third contract year of the tenure-track period (unless modified as described above), a faculty member submits the materials for the Pre-Tenure Review to the Promotion and Tenure Committee.

The following materials must be submitted:

- Part I: A brief narrative no longer than 2,000 words, addressing the areas of teaching (including academic advising), scholarship, and service (including any service to Salve Regina University, professional service, and community service).
- Part II: Copies of the following:
 - A current curriculum vitae
 - All completed General Reviews
 - All completed Teaching Reviews (including from the fall semester of the Pre-Tenure Review year)
- Part III: Copies of summary reports of student evaluations, including both a statistical summary and all student comments, prepared by the Office of Institutional Research for all semesters spent at Salve Regina University (including from the fall semester of the Pre-Tenure Review year), as well as a brief commentary on them. The commentary should be no longer than 750 words.
- Part IV: A letter prepared by the faculty member's Department Chair that includes the Chair's assessment of the faculty member's progress in addition to the collective assessment of the faculty member's progress by the tenured members of the department. This letter should provide the Promotion and Tenure Committee with context relating to the standards of the faculty member's academic discipline and the department's expectations in the areas of teaching, scholarship, and service. This letter must be shared with the tenured members of the department and with the faculty member who is participating in the Pre-Tenure Review.

The committee reads the materials submitted and issues a brief report intended to assist in the faculty member's professional development. The report provides an appraisal of the faculty member's strengths and any areas of improvement that need to be addressed prior to the application for tenure. The committee does not make recommendations about reappointment, and does not vote at any time during the Pre-Tenure Review. Differences of opinion among committee members should, without mentioning specific names, be openly noted in the final report.

The committee's report, to be completed no later than April 1, will be sent by the committee chair to the faculty member, the Department Chair, the relevant Dean, and the Provost. While mandatory, this process is meant to be helpful to the faculty member. The Pre-Tenure Review provides a special opportunity for the tenure-track faculty member and Department Chair to take stock of the faculty member's progress, including those areas most in need of improvement prior to the application for tenure. The committee gives the additional perspective of a peer review by colleagues from outside the faculty member's department.

Upon receiving the Pre-Tenure Review report from the Promotion and Tenure Committee, the Department Chair must meet with the faculty member to go over the report and develop a plan for addressing any needed areas of improvement highlighted by the committee.

After receiving the Pre-Tenure Review report, the faculty member has the option of meeting with the committee (or designated members of the committee) in person to discuss the report and receive any necessary clarification about its content.

The Pre-Tenure Review report is not submitted with the faculty member's application materials for tenure and promotion to Associate Professor.

C. Committee Membership and Participation

The Promotion and Tenure Committee is elected by the Faculty Assembly (see X.E.6), and considers applications for promotion and tenure in the fall and Pre-Tenure Reviews in the spring of each academic year. As with promotion and tenure, departmental colleagues of the faculty member whose Pre-Tenure Review materials are under consideration are to recuse themselves from discussion. An alternate committee member may be asked to join the discussion, but this is not required in the case of the Pre-Tenure Review.

Chapter VI: Promotion and Tenure

A. General Information

The President of the University possesses the authority to make all appointments to the faculty and to grant promotion or tenure. To assist in decisions concerning promotion in rank and tenure, the President receives recommendations through a formal system of advising, which is described in this Chapter. The President is not required to follow this advice.

1. Faculty who may apply for promotion and tenure.

In this Chapter, promotion in rank only concerns promotion from Assistant Professor to Associate Professor and Associate Professor to Professor. Only Assistant Professors, Associate Professors, and Professors may apply for tenure; Assistant Professors typically apply for promotion to Associate Professor and tenure simultaneously.

2. Appointment to the rank of Assistant Professor.

An Assistant Professor is appointed by the administration to that rank, not promoted to it by the process described in this Chapter. An Instructor is appointed to the rank of Assistant Professor upon receiving the appropriate terminal degree only if this has already been specified by contract or written agreement with the administration; it should not be assumed to be automatic.

3. Petitioner.

In this Chapter the person applying for promotion or tenure is called the Petitioner. The application is called the Petition.

4. Professional evaluation.

The professional evaluation of the Petitioner's accomplishments is at the heart of the process of applying for promotion and tenure. A professional evaluation is an informed judgment, made by peers and supported by the requirements and criteria specified in this *Faculty Manual*. The Petitioner should request professionals, peers and colleagues from within or outside of the University to submit letters of evaluation in support of professional activities and explain the value of the Petitioner's scholarship, research and other active participation in the profession.

5. Bias.

In respect to applications for promotion and tenure, recommendations and decisions may not be based on a bias concerning the Petitioner's race, creed, color, sex, age, national origin, ethnic background, sexual orientation, marital status, or disability status unrelated in nature and extent to the ability to perform a job.

6. Confidentiality.

The discussions and voting necessary for the process of recommending a person for promotion or tenure would be seriously inhibited if not protected by confidentiality. For this reason, a violation of that confidentiality is a serious breach of professional trust and ethics.

7. Personnel file.

The Petitioner's personnel file is not handed over to the Promotion and Tenure Committee or the Review Committee. These committees may, if they wish, ask for specific information from the personnel file.

8. Provost.

The duties of the Provost, as described in this Chapter, may, at the discretion of the President, be assigned to or divided among any administrators designated by the President.

9. Which *Faculty Manual* is followed?

When applying for promotion or tenure, a Petitioner follows the *application instructions* (deadlines, forms, etc.) described in the "Statutes" in force at the time of the Petition. However, in no way should changes that have been made to the criteria or required actions in the years leading up to the year of application negatively affect the Petitioner. In the case of *expectations* of faculty in the years prior to their application for promotion and tenure, Petitioners are to be held to those in effect at the time of their appointment.

B. Criteria for Promotion and Tenure

The academic reputation of Salve Regina University as an institution of higher education and the credibility of its diplomas depend on the academic reputation of its faculty. Reputation is the result of accomplishments and the following criteria are an attempt to spell out what accomplishments are considered determining factors when someone applies for promotion or tenure, or when someone applies for an appointment to the faculty.

Excellence in teaching is a primary requirement for promotion and tenure at Salve Regina University. All of the criteria listed below, in some way, are related to the question, "Has the case been made that the Petitioner is an excellent teacher?" Being an excellent teacher implies an ongoing commitment to academic advising, mentoring, and student success; continued intellectual curiosity and growth; keeping up with developments in the discipline; incorporating these developments into teaching; and, through achievements in the discipline taught, serving as an academic role model for students and fellow faculty and staff.

1. General criteria

- a. The Petitioner has met all of the "Responsibilities of the Teaching Faculty" outlined in Chapter II. In other words, the candidate for tenure or promotion has established a strong reputation as (1) an excellent teacher who also takes seriously the commitment to advise students regarding academic matters, (2) who has continued to develop as a scholar in his or her expertise, as described in Chapter II, and (3) someone who has, outside of the classroom, given valuable service to the University and its Mission and is demonstrably committed to its improvement as an institution. Not every Petitioner could possibly meet all three of these responsibilities to the same high degree but, when applying for promotion and tenure, the Petitioner should demonstrate tangible accomplishments in each of these three areas as the case for promotion or tenure is weakened if s/he does not produce evidence of teaching excellence, scholarship and service.

- b.** The Petitioner has the qualifications expected for faculty rank (see Chapter III).
- c.** The Petitioner's only full-time employment is at the University. The Petitioner holds no other full-time job. Although this faculty member may be engaged in other professional or non-academic work, it does not interfere with his/her classroom, collegial, departmental, or advising duties.
- d.** The Petitioner has adhered to the regulations of the University, has followed the ordinary procedures determined for the effective and orderly conduct of the University, and has cooperated in all that pertains to the best interests of the University (see these "Statutes," Chapter II, C).
- e.** Required time at the University. The Petitioner has spent the required time as a member of the Teaching Faculty (Chapter I.A.1) at the University. A shortening of the time may be allowed (e.g., because of full-time teaching experience at the college/university level). Any adjustments are contractual and are specified in writing by the administration. The time requirements are listed under separate criteria for promotion and tenure (2, 3, and 4 below).
- f.** The time spent as a full-time administrator or part-time teacher at Salve Regina University (i.e., employment at the University in any capacity other than as a member of the Teaching Faculty as defined in "Statutes," Chapter I.A.1) is not counted in the probationary time required for tenure or in the time required for promotion.
- g.** The Petitioner supports the University's Mission and follows the University's policies as stated in this *Manual*.
- h.** The Petitioner meets the criteria set by outside professional agencies and organizations which accredit or certify departments or establish standards for membership in these organizations.
- i.** Research and scholarship. In this Chapter the words "research and scholarship" have the broad definition described in Chapter II (A.2) of these Statutes. Research, scholarship (including the "scholarship of practice" and the "scholarship of teaching and learning"), creative works related to one's discipline, and active participation in one's profession are just a few of the forms meaningful research and scholarship may take. In every discipline, such professional development encompasses more than just the publication of scholarly books and articles in refereed journals. It would be advantageous to the Petitioner if letters of evaluation would explain what activities are valued as true professional growth in the Petitioner's discipline. One role of the Promotion and Tenure Committee, the Provost, and the President is to make a judgment concerning the quality and adequacy of a Petitioner's growth in this area. Above all, such activities should indicate significant and continuous professional growth, as appropriate to the academic discipline.

The Petitioner's case for promotion or tenure is significantly weakened if s/he does not produce tangible evidence that s/he has engaged in meaningful, discipline-appropriate intellectual, creative, or scholarly development.

- j. Workload and criteria. The criteria for promotion and tenure must be balanced against a Petitioner's teaching load, administrative duties, number of advisees and number of new courses taught. Workload factors do not exempt a Petitioner from criteria, but simply help to explain an interruption in working load, scholarly activities, or service to the University.

In their supporting materials, the Petitioner must describe his/her projects and plans which are still in progress and not yet finished because of additional duties. The Petitioner is unconvincing if s/he has routinely taken on extra teaching for remuneration (course overload).

Petitioners who assume administrative duties (e.g., Department Chair), must still demonstrate a significant commitment to scholarly and professional development, although consideration of the *quantity* of work should be made in the context of the Petitioner's administrative duties. In some of the more applied disciplines this work may take the form of participation with government agencies and accrediting bodies in the development and evolution of the standards of the academic discipline itself. It is the responsibility of the Petitioner to explain the significance of such activities for his/her own professional development and as service to the University.

2. Criteria for tenure

- a. Tenure is not automatically conferred after a certain number of years of teaching. It is a distinction awarded for demonstrated worthiness and excellence in the areas of teaching, professional expertise, scholarship, service to the University, and efforts to contribute to the smooth functioning of the institution and a particular department. Tenure means a continuing appointment, which may be terminated by voluntary retirement or the procedures described in Chapter VIII. In making this commitment, the University assumes the following:
 - i. that the competency of the faculty member in performing his/her academic duties, inside and outside of the classroom, will continue and will remain vibrant;
 - ii. that, judging from past experience, the conduct of the member of the faculty will remain consistent with the Mission and policies of the University.

If there is a serious doubt concerning the above, tenure will not be granted.

- b. Tenure is granted only to Associate Professors and Professors. Normally, an application for tenure is made at the same time as an application for promotion to Associate Professor.
- c. **Required time at the University and the probationary period:**

The Assistant Professor who has a tenure-track appointment and who wishes to continue teaching at the University is required to notify the Provost by June 1 at the end of the fifth academic year of the probationary period that s/he will apply for tenure. At this time, the Petitioner should establish that they are eligible to apply for tenure and promotion and have met all of the criteria above. The [Application Form](#) and Petition for tenure for the Petitioner would be due by September 1, at the beginning of the sixth academic year of the probationary period (i.e., as a tenure-track member of the Teaching Faculty).

See Chapter IV, Appointment, Reappointment, and Issuance of Contracts for the Teaching Faculty, for information on the probationary period and shortening of this period because of previous college/university teaching. Faculty hired at the rank of Associate Professor or Professor may apply for tenure after two, three, four or five years, as agreed upon in writing by the Provost at the time of hiring.

Faculty members whose probationary period has been shortened should be cognizant that this privilege also requires that they demonstrate they have met all criteria in a compressed timeframe. Probationary faculty may choose to “return” years granted toward tenure (for example, to create a larger body of scholarship and/or teaching evaluations and observations), provided they do so in writing prior to June 1 of the scheduled year of application. However, faculty members who have had the full five years prior to submission of the application for tenure are *not* permitted to postpone their application for any reason.

- d. The candidate for tenure (the “Petitioner”) must be able to demonstrate the following: that s/he (1) has met the general criteria for promotion and tenure (see B.1 above), (2) continues to maintain an intellectual vitality that manifests itself in teaching and professional development (as broadly described in Chapter II.A.2), and (3) will contribute unique and valuable abilities to the University and its Mission. In other words: “Will granting tenure to this individual be a positive step for the University by increasing and continuing to increase its intellectual and creative vitality?” The candidate must show that the answer to this question is yes.
- e. The procedures for the conferral of tenure outlined in this Chapter are generally intended to be consonant with the 1940 Statement of Principles on Academic Freedom and Tenure endorsed by the American Association of University Professors and the Association of American Colleges, with modifications by the Board of Trustees of Salve Regina University.

No faculty member has a right to tenure. Tenure is a positive step, taken only after serious consideration as a great step forward. The University must not be forced to grant tenure simply because a faculty member is adequate – to do so would be institutionalizing mediocrity. Decisions regarding tenure should be made in light of the qualifications of the faculty member, the University’s financial situation, the number of students enrolled in the departments, and other relevant University considerations. The President, who makes the decision on tenure, must weigh all of these factors. The President reports this decision to the Board of Trustees.

Note: Faculty members who apply for and are denied tenure will normally receive a terminal contract for the next academic year. The President has the discretion, in the best interests of the institution, to issue such faculty members a contract as a special faculty appointment. Faculty members who are denied tenure are *not* eligible to reapply for tenure at a later date.

3. Criteria for promotion to Associate Professor

- a.** The candidate for promotion to Associate Professor must be able to demonstrate that s/he has met the general criteria for promotion and tenure (see B.1 above). In addition, the candidate must be able to demonstrate that the “promise” that was expected of an Assistant Professor (in teaching and scholarship) has now materialized. The candidate has achieved the status of an accomplished teacher and scholar with a recognized and substantiated reputation.
- b.**
 - i.** Normally, an Assistant Professor with a tenure-track appointment applies for promotion at the same time that s/he is required to apply for tenure; that is, s/he notifies the Provost by June 1 at the end of the fifth academic year as a member of the Teaching Faculty with the rank of Assistant Professor that s/he intends to apply for promotion and tenure to Associate Professor. The [Application Form](#) and Petition for promotion for the Petition are thus normally due by the following September 1, at the beginning of the sixth academic year as a member of the Teaching Faculty at the rank of Assistant Professor.
 - ii.** For applicants with three or more years’ prior full-time teaching experience at another college or university of equal standing, the minimum time may be shortened to the completion of two full years in the rank of Assistant Professor at Salve Regina University. For candidates with two years or less of full-time teaching experience in this rank at another institution of equal standing, the minimum time may be shortened to the completion of four full years at Salve Regina University as Assistant Professor. This shortening of the minimum time is not automatic; it only becomes effective when the Provost specifies it in writing.
- c.** Normally, an Assistant Professor applies for promotion to Associate Professor and tenure at the same time with the same Petition.
- d.** Promotion to the rank of Associate Professor must be earned. It is not automatically conferred after a certain number of years of teaching.

4. Criteria for promotion to Professor

- a.** The candidate for promotion to Professor must be able to demonstrate that s/he has met the general criteria for promotion and tenure (see B.1 above). In addition, the candidate must present evidence that s/he
 - i.** is a model of teaching excellence, can teach a variety of courses, and continues to have ideas about improving his/her courses and the department’s curriculum;
 - ii.** is a recognized leader in the University’s intellectual life, especially its academic and collegial activities;
 - iii.** is open to new learning experiences and continues to improve, broaden, and enrich his or her teaching resources;

- iv. is a scholar whose accomplishments are clearly in evidence both within and outside the institution;
 - v. continues to be involved in activities of professional concern at the regional or national level, is respected in the discipline; and,
 - vi. since the previous promotion to Associate Professor, has made scholarly and academic advances and has provided service to the University (see these “Statutes,” Chapter II.A.2 and 3).
- b. The rank of Professor, the most distinguished academic title awarded by the University, is granted in recognition of a faculty member’s generally acknowledged excellence as a teacher-scholar and as a seasoned member of the University community who works with the administration and faculty colleagues to ensure the harmonious progress of the institution. Promotion to the rank of Professor must be earned. It is not automatically conferred after a certain number of years of teaching.

c. Required time at the University:

If a tenured Associate Professor believes that s/he is ready to apply, s/he notifies the Provost, at the earliest, by June 1 at the end of the sixth academic year as an Associate Professor on the Teaching Faculty (“Statutes,” I.A.1, 2) that s/he intends to apply for promotion to Professor. The [Application Form](#) and Petition for promotion for the Petition would be due by the following September 1, at the beginning of the seventh academic year as a member of the Teaching Faculty with the rank of Associate Professor.

If an applicant has held the rank of Associate Professor at a university of equal standing prior to coming to Salve Regina University, the minimum time may be shortened to a total of eight years as an Associate Professor, five of which must be spent at Salve Regina. This shortening of the minimum time is not automatic; it only becomes effective when the administration of the University specifies in writing the precise length of the shortened minimum time.

5. Exceptions

There may be cases where a Petitioner does not meet all of the criteria and requirements stipulated in the *Manual*, but (a) the qualifications of the candidate and/or (b) his/her years of exemplary teaching and service to the University more than compensate for missing criteria or other requirements. In this type of situation, a Petitioner requests of the Provost a written evaluation of the merits of these exceptions. The written evaluation is placed in and becomes part of the Petition. The Petitioner may see this evaluation. In addition, the Department Chair, writers of letters, and the Promotion and Tenure Committee may make the case that exceptions are warranted. The decision on the matter is made by the President in light of evidence presented on behalf of the candidate.

The President may choose to award tenure and/or promotion to administrators with faculty status who are deemed to have the appropriate credentials and experience, either at the time of hiring or later.

C. Responsibilities

1. Responsibilities of the Petitioner

a. Discussions before application

Tenure. A member of the Teaching Faculty who is on the tenure track follows the evaluation process described in Chapter IV, Section C—i.e., [General Reviews and Teaching Reviews](#)—before applying for tenure. This process includes discussions with the Department Chair and, if necessary, with the Provost.

Promotion. The member of the Teaching Faculty who plans to apply for promotion is required to discuss the matter with the Department Chair or, in cases where the Chair is applying for promotion, with the appropriate administrator. In addition, it is required that the faculty member will inform all members of one's department of the intent to apply for promotion and tenure.

b. Initiation of the Process. A faculty member who is eligible for tenure or promotion is responsible for initiating the application process by notifying the Provost in writing of the faculty member's intention to apply for tenure or promotion by June 1.

c. [Application Forms](#) and Document. The Petitioner is expected to supply material for his/her Petition as outlined below by no later than September 1

2. Responsibilities of the Department

a. The Department Chair has a responsibility, as part of a yearly evaluation of faculty with a probationary appointment, to discuss the expectations for granting promotion and tenure as outlined in these "Statutes" (see Chapter IV, C).

b. The individual's application for tenure or promotion is a serious concern of that individual's department. For this reason, the Petitioner is required to ask tenured faculty of a department to write letters concerning the Petition.

c. The evaluation of a Petitioner's teaching is also a department concern. For this reason, each department assists in the process of teaching evaluations for faculty with probationary appointments and faculty who plan to apply for promotion. A department may ask faculty from other departments to participate in this process. The purpose of these observations is to provide constructive help and also to substantiate a Petitioner's abilities as a teacher.

Any teaching observations of tenure-track faculty are to be coordinated with the process described in these "Statutes," Chapter IV, C.

3. Responsibilities of the Promotion and Tenure Committee

- a.** The purpose of the Promotion and Tenure Committee is to recommend disposition of faculty requests for promotion to Associate Professor and Professor or for tenure in the fall, and to provide important feedback to faculty who undergo the Pre-Tenure Review (see Chapter V: The Pre-Tenure Review, above) in the spring. Each member of the committee is expected to vote according to his/her unbiased judgment and in light of the criteria listed in this Chapter (see B above), as well as other relevant material in these Statutes. The committee as a whole is expected to give each Petition adequate consideration and to make its recommendation with fairness, honesty, and justice as guiding principles.
 - b.** The Promotion and Tenure Committee represents the interests of faculty in maintaining the academic integrity of the institution.
 - c.** The committee serves the best interests of Salve Regina University by making its recommendations about the merit and the quality of requests for promotion or tenure each fall, and issuing a report on faculty in the Pre-Tenure Review each spring. Promotion and tenure recommendations may take the following forms:
 - i.** the committee recommends that a Petition be granted;
 - ii.** it recommends that a Petition not be granted;
 - iii.** it notifies the candidate, Chair, Provost and President that the application is incomplete and that it cannot be considered. The President determines whether (a) the Petitioner may resubmit a completed application at this time or in the following academic year, or (b) the Petitioner will be denied tenure and/or promotion due to his or her failure to follow proper procedure.
- Failure to make a positive recommendation to grant the applicant's Petition is considered a negative recommendation. The Committee may not choose to recommend resubmission of an application at a later date for any reason other than that described in c.3, above, and only the President may grant such a postponement.
- d.** The Committee makes a recommendation on the professional merits of a particular Petition. Recommendations are to be based on the criteria listed in Section B of this Chapter, as evidenced by the Petition.
 - e.** With the exception of providing the Petitioner with a copy of the Committee's recommendation and rationale, at no time during the process will any member of the Committee communicate with the Petitioner. Such confidentiality protects the Committee from undue influence once its deliberations have begun.

- f. The Committee must maintain confidentiality concerning all of its deliberations. Members of the Committee may not reveal the contents of confidential letters, memoranda, and discussions associated with a Petition. Members of the Committee who must disqualify themselves from reviewing a certain Petition are not informed about confidential matters concerning that Petition. Confidentiality does not mean that the Committee must operate in an atmosphere of isolation. The Committee may, for example, confer with the Provost about technical questions concerning the application process.

4. Responsibilities of the Provost

The Provost (a) facilitates, through the Office of Academic Affairs, the process of applying for promotion or tenure and (b) makes a separate, independent recommendation to the President on the disposition of faculty requests for promotion in rank or for tenure. The recommendation of the Provost takes into account the recommendation of the Promotion and Tenure Committee, his or her own assessment of the Petitioner, and the overall well-being of the institution.

Administering this process involves, but is not limited to, the following: assembling the material submitted by the Petitioner; making the Petition and supporting material available to the Promotion and Tenure Committee and the President; receiving letters submitted for the Petition; receiving the recommendations of the Promotion and Tenure Committee; forwarding the recommendations of the Committee to the President.

The Provost meets with members of the Promotion and Tenure Committee to discuss their recommendations. One purpose of the meeting is to make sure that s/he has a clear understanding of a Committee's rationales (see E.1.i, below).

The duties of the Provost, as described in this Chapter, may, at the discretion of the President, be assigned to or be divided among any administrators designated by the President.

5. Responsibilities of the President

The President of the University, in making decisions about promotion and tenure, reviews the recommendations of the Promotion and Tenure Committee and the Provost, as well as documents associated with each Petition. In addition, the President has a special responsibility and obligation to consider the long-range educational and financial needs of the University before making a decision on tenure or promotion (see especially "Criteria for Tenure," B.2, above). These institutional factors may sometimes outweigh the professional merits of a particular Petition.

Within seven days of receiving a letter from the President that states that the Petitioner has been denied promotion or tenure, the Petitioner may request, in writing, the reasons for this action. The President, or the Provost acting on behalf of the President, responds in writing within seven days to this request.

D. Contents of the Petition for Promotion and Tenure

The Petitioner should follow these guidelines in preparing the promotion and/or tenure Petition. A Petitioner for the rank of Professor should focus only on their teaching, scholarship, and service during the years since the submission of their application for tenure and promotion to Associate Professor. The Petition is submitted electronically with the option for the Petitioner to submit a *limited* number of items in hard copy that are not available in a digital format (e.g., a book).

The application [checklist](#) will be helpful in preparing your petition.

General Documentation:

1. [Application Form](#)

2. Curriculum Vitae

3. Rationale

- In the rationale, the Petitioner should discuss their teaching, scholarship, and service while reflecting on the following question: “Will granting tenure and/or promotion to this individual be a positive step for the University by increasing and continuing to increase its intellectual and creative vitality?”
- Within the rationale, the Petitioner should address the following:
 - Teaching: overview of courses taught, teaching philosophy and methodology, commentary on student evaluations, and advising/mentoring of students.
 - Scholarship: description of the Petitioner’s areas of scholarly expertise and how the Petitioner’s scholarly and creative work has contributed to their field of study.
 - Service: discussion of service to the university (its mission, committees, departmental service, faculty development, student activities, etc.), professional activities, and any relevant service to the community.
- The rationale should be between 15-25 single-spaced pages in length.

4. All [General Reviews](#) (for faculty members applying for tenure and promotion to Associate Professor) or Annual Reports (for faculty members applying for promotion to Professor).

Supporting Documentation:

1. To Demonstrate Excellence in Teaching:

- All Teaching Reviews conducted by the Department Chair and other members of the faculty.
- All Course Evaluations by Students (in the form of Course Evaluation Summary Reports prepared by the Office of Institutional Research that include both a statistical summary and all student comments).
- Sample syllabi (no more than 10)

- Samples of Assignments, Projects, Activities, and Student Work (no more than 15)

2. To Demonstrate Excellence in Scholarship:

The Petitioner must provide evidence of his/her scholarly and/or creative work as outlined in the Faculty Manual (Chapter II). Scholarly and creative work includes:

- Publications, especially when peer-reviewed: books, articles, book chapters, reviews. These publications may include discipline-specific, content-based research as well as scholarship based on teaching, learning, and practice.
- Exhibition, publication, or performance of creative work.
- Editing, translation, or review of printed materials, technological materials, or other media.
- Original audio-visual and web-based productions, to include computer programs/software, that are educational and used by the public.
- Presentations before professional, scholarly, or faculty groups or before groups of the general public on academic topics.
- Participation in panel discussions at scholarly conferences and meetings.
- Design and organization of professional conferences, exhibitions, or seminars.
- Receipt of awards, fellowships, grants, or commissions.

Documentation of excellence in scholarship may include the following types of evidence:

- Copies of publications and creative work.
- Scholarly and/or published reviews of the Petitioner's publications and creative work.
- Copies of conference papers and scholarly presentations.
- Written notification of grants awarded or any honors and awards received.

Please note: In the case of forthcoming scholarly or creative work that has not yet been published, Petitioners may include a draft version of such work along with written confirmation from the publisher that the work has been accepted for publication and is forthcoming.

3. To Demonstrate Excellence in Service:

Petitioners will demonstrate service (to include departmental service, service to the University, service to one's profession/academic discipline, and relevant community service as outlined in Chapter II) primarily through the curriculum vitae, rationale, general reviews/annual reports, and letters.

- Petitioners may include *limited* additional documentation to elaborate on their service if necessary.
- Petitioners should refrain from including such items as programs from university events attended (e.g., commencement, convocations, evening lectures, student events, etc.), agendas from meetings attended, and minutes from meetings.

E. Letters

Letters requested by the Petitioner are to be submitted to the Office of Academic Affairs prior to September 1. Letters are submitted electronically.

The Petitioner should use letters to document excellence in teaching, scholarship, and service, supporting the Petitioner's credentials as addressed in the curriculum vitae and rationale. All letters must be accompanied by the appropriate official university cover page. Use [this cover page](#) for the Dean and/or Department Chair. Use [this cover page](#) for all other letters. Please note: all letters received without a cover page, or with a cover page where the Petitioner has failed to indicate whether or not they waive the right to see the letter, will be destroyed. Although the Petitioner has the right to indicate that they wish to see letters requested of colleagues, they should also be aware that confidential letters are routinely weighted more heavily by the Promotion and Tenure Committee.

The Petitioner should provide a list of those individuals writing letters of evaluation for their tenure and/or promotion petition.

All Petitioners are required to request letters from the following individuals:

- Dean
 - If a Petitioner primarily teaches on the undergraduate level, they must also include a letter from the Dean of Graduate Studies if at least 40% of their courses taught have been on the graduate level.
 - If a Petitioner primarily teaches on the graduate level, they must also request a letter from the Dean of Undergraduate Studies if at least 40% of the courses taught have been on the undergraduate level).
- Department Chair
 - The Committee will review the Dean's letter in lieu of the Department Chair's letter in the event that the Petitioner is the Department Chair.
- All Tenured Members of the Petitioner's department
- Two (2) external evaluators of the Petitioner's scholarship (former members of the Salve Regina University faculty or administration may not serve as external evaluators)

Please note: The Candidate has the right to view the letters written by the Dean and/or Department Chair.

Petitioners may request additional letters from among the following types of evaluators (no more than 10 total).

- Current or former Salve Regina University faculty, administration, or staff
- Former students
- External evaluators (e.g., clinical partners, faculty at other universities, officers of professional associations, conference organizers, journal editors, community serve partners, etc.)

If a Petitioner believes that a tenured member of their department should recuse themselves from writing a letter for a valid reason (e.g., a documented grievance or conflict of interest), the Petitioner must meet with the Provost to discuss their concern. If the Provost determines that the concern is valid, the Provost will inform the Promotion and Tenure Committee that the tenured faculty member in question will not be submitting a letter for the Petitioner's application.

Anyone who is currently or has ever been in a romantic relationship with the Petitioner is not permitted to submit a letter evaluating the Petitioner.

F. Schedule for the Petition for Promotion or Tenure

The Provost is authorized to change the following dates, whenever unforeseen circumstances make it impossible for the Promotion and Tenure Committee or the administration to meet the prescribed deadlines. Faculty who are applying for promotion or tenure must be given sufficient notification of any schedule change that concerns them.

If one of the following dates falls on a day when University offices are closed, the deadline is moved to the next day when offices are open.

1. **June 1** – By this date the Petitioner is expected to notify the office of the Provost, in writing, of his/her intention to file the [Application Form](#) in September.
2. **September 1** – By this date the completed [Application Form](#), all material for the Petition, and all letters for the Petition must be submitted to the Promotion and Tenure Committee.
3. **September 15** – By this date all Petitions and supporting materials are made available to the Promotion and Tenure Committee. By this same date the Promotion and Tenure Committee is expected to have its Chair elected and its roster of alternates in place.
4. **November 15** – By this date the Promotion and Tenure Committee takes its final votes on all Applications, prepares the rationales, and provides each Petitioner with a copy of the rationale.
5. **Between November 15 and December 5** – Between these dates the Promotion and Tenure Committee meets with the Provost to present and discuss its recommendations and supporting rationale (see E.1.i, below). There may be more than one such meeting.
6. **December 20** – By this date the Provost makes recommendations concerning Petitions and sends them to the President, together with the Committee Reports of the Promotion and Tenure Committee and relevant application materials, as needed.
7. **February 15** – By this date the Petitioner is notified of the President's decision.

G. Promotion and Tenure Committee

The responsibilities, membership and eligibility, election of terms, and the procedures for the use of alternates and substitutes of this committee are described in Chapter X of these "Statutes." The committee, once constituted, is to follow the procedures below.

1. Procedures for the Promotion and Tenure Committee

- a.** The outgoing Committee appoints a convener for the incoming Committee. The convener need not be a member of the incoming Committee.
- b.** As soon as is practical (but before September 15), the incoming Committee elects its Chair and establishes its own procedures, which must be consistent with these Statutes. The Committee also lines up its roster of alternates, as described in Chapter X of these “Statutes.”
- c.** The Committee follows the schedule given in F above.
- d.** The repository of items supplied by the Petitioners – i.e., the Petition and additional supporting material – is the Office of Academic Affairs. The repository for the Committee’s internal correspondence is the office of the current committee Chair.
- e.** The committee may seek clarifications concerning a Petition from whatever source it considers necessary.
- f.** All of the Committee’s decisions are made by majority vote. Although the Committee does not have to be unanimous in its recommendations and other decisions, only a majority recommendation in favor of tenure and/or promotion is considered a positive vote.
- g.** Discussion and voting. The Chair makes sure that the meetings are efficiently run and that discussion is kept relevant to the topic. When discussion of a Petition has reached its limit (i.e., when all the issues have been covered thoroughly and no new issues are brought up), the discussion will be considered to be at an end. The Chair will then summarize for the committee; that is, the Chair will briefly mention the appropriate requirements described in this *Faculty Manual*, which are provided in Section B of this Chapter, and will also relate this material to the Petitioner’s accomplishments. If a member of the Committee thinks an exception should be made to the criteria mentioned in Section B of this Chapter, the issue is brought up at this time. The Chair will then ask for a vote on the committee’s recommendation (Yes, No). Voting on a Petition is by secret ballot. The breakdown of the vote is recorded (i.e., how many Yes votes, No votes).
- h.** Committee rationale. After the vote has been taken, the Chair or Committee member(s) designated by the Committee puts together the Committee rationale for a recommendation. Each Committee rationale for each Petition must refer to appropriate criteria listed in B above: how these criteria are fulfilled or not fulfilled or why an exception should be made to them.

A rationale is the reasoning which led to a judgment. The Committee need not provide a defense of either its rationale or its recommendation. As an advisory committee, it is only required to state, under the heading of “rationale,” the reasoning which led to its recommendation.

- j. Committee Reports. A designated Committee member or members prepares a Committee Report on each Petition. (A member of the Committee, disqualified from voting on a particular Petition, does not see the report for that Petition.) Each individual report should contain the following:

- i. *the Committee's recommendation on the Petition;*
- ii. *the Committee rationale for the Committee's recommendation.*

Every member of the committee should read the report and sign it as a process of verification. This report is to be used only for the Petition for which it was submitted and may not be used or consulted later by another Promotion and Tenure Committee considering another Petition from the same individual.

- k. The Committee provides each Petitioner with a copy of the Committee's recommendation and rationale. The Committee does not meet with the Petitioners.

2. Meeting with the Provost

Between November 15 and December 5, members of the Promotion and Tenure Committee meet with the Provost in order to present Committee Reports (1.j above) and discuss the merits of the Petitions. One purpose of the meeting is to make sure that the Provost has a clear understanding of the Committee's rationales. Any deadline extension is made by the Provost, not by the Promotion and Tenure Committee.

Only members of the Committee who had reviewed a certain Petition may be present for a discussion of that Petition. The meeting(s) may be conducted with a quorum of the Committee (three members). The Committee does not alter its recommendations during this meeting.

Committee members may candidly and openly discuss the Petition without compromising confidentiality. The Committee and the Provost are to maintain confidentiality about what was said at the meeting.

The President of the University may choose to hold similar meeting(s) with members of the Committee.

H. Grievance Process for Cases Concerning Applications for Promotion or Tenure: The Review Committee

1. General Information

- a. **Grounds for a grievance.** If a Petitioner alleges that his/her Petition has not been recommended because of a substantial violation of the principles and procedures described in these Statutes, s/he may submit the matter to the Standing Faculty Grievance Committee. It should be noted that grievance is not an automatic next-step appeal when applying for promotion or tenure. A grievance about an application for promotion and tenure is only possible in cases where the Petitioner alleges one of the following:

- (i) A bias concerning the Petitioner's race, creed, color, sex, age, national origin, ethnic background, sexual orientation, marital status, or disability status unrelated in nature and extent to the ability to perform a job.
- (ii) A violation of academic freedom.
- (iii) A violation in due process as specified in these Statutes, if that violation influenced the decision to deny the Petition or deprived the Petitioner of their rights. This may include:
 - Inadequate consideration by the department or the Promotion and Tenure Committee, including a violation of established policies, procedures, and guidelines governing the tenure and promotion process.
 - Whether the decision was made based on criteria outside those prescribed in the Faculty Manual; for example, issues related to a hostile work environment, departmental politics, or defamation of character.
- (iv) The case merits reconsideration on the basis of new information.

- b. The Standing Faculty Grievance Committee and the Review Committee.** A Petitioner who has a grievance concerning the application process described in this Chapter brings that complaint, in writing, to the Standing Faculty Grievance Committee (i.e., the two elected Teaching Faculty who are this Committee).

If the complaint is within the area of competence for a Review Committee (see Chapter X of these "Statutes") and, if it coherently presents issues for a recommendation (3.d below), the Standing Faculty Grievance Committee sets up a Review Committee according to the procedures described in 2 and 3 below.

- c. A grievance against a judgment.** A grievance related to the process of applying for promotion and tenure cannot be directed against the judgment. A grievance is only possible when the Petitioner alleges that the steps leading to that judgment were contrary to these Statutes. The purpose of this review process (i.e., grievance) is to consider the evidence presented which supports that allegation.
- d. Initiating the grievance process.** The grievance process (a) related to applications for promotion or tenure and (b) against the President, Provost, the Promotion and Tenure Committee, members of a department, or any individual involved in the Petition process will not be processed until after the President's decision on the Petition is sent to the Petitioner and the Petitioner has received reasons for that decision (C.5 above).
- e. Simultaneous grievances.** The Standing Faculty Grievance Committee is not required to set up separate Review Committees for simultaneous grievances or a series of grievances all brought by the same Petitioner. The Standing Faculty Grievance Committee has the right to reject all such multiple grievances concerning the same issue and to require that they be consolidated into one Review. (See also Chapter IX, Faculty Grievance Procedures, A.4.)

A grievance against the Promotion and Tenure Committee is against the Committee as a whole. Unless the Petitioner provides specific and compelling reasons, simultaneous grievances may not be brought against the members of this Committee (i.e., those who voted on the Petition) as individuals.

- f. **Legal action.** A member of the Teaching Faculty is expected to complete the Grievance Process prior to instituting legal proceedings. In the event that legal proceedings are instituted by the Complainant, the University reserves the right to suspend or terminate proceedings upon written notice to the Teaching Faculty member. It is the expectation and requirement of the University that each faculty member will comply with all University procedures whether set forth herein or otherwise promulgated as a condition precedent to the award of promotion and tenure.
- g. **AAUP Statements.** The Standing Faculty Grievance Committee may consult two statements of the American Association of University Professors (most recent edition) for guidance, but only insofar as these statements are consonant with this *Faculty Manual*: “Statement on Procedural Standards in the Renewal or Nonrenewal of Faculty Appointments” and “Recommended Institutional Regulations on Academic Freedom and Tenure.” All official AAUP statements are available online at <http://www.aaup.org/reports-publications/publications/redbook>.
- h. The Review Committee follows the general grievance process described in Chapter IX, Faculty Grievance Procedures, Section C, as well as all other applicable sections of this Chapter.

2. Review Committee: The Grievance Process for Cases Concerning Petitions for Promotion or Tenure

a. Purpose and area of competence

The purpose of an ad hoc Review Committee is to hear a complaint about a Petition for promotion or tenure and to make an appropriate recommendation about that complaint. Eligibility and membership for the Review Committee is described in Chapter X. The type of complaint which the Committee may review is strictly limited to at least one of the following areas: bias, violation of academic freedom, or a violation of the due process described in these Statutes. The type of recommendation that the Committee may make is described in 3.d below.

3. Review Process

The Review Committee follows the general grievance process described in Chapter IX, Grievance Procedures, Section C, as well as all other applicable sections of this Chapter. In other words, the instructions and directions which apply to an ad hoc Faculty Grievance Committee also apply to the Review Committee. The following procedures are presented here because they are unique to a Review concerning promotion or tenure.

- a.** After the Petitioner receives notification from the President that the Petition has been denied and, after the President or Provost (acting on behalf of the President) has supplied the reasons for this denial in a letter (C.5 above), the Petitioner, within thirty (30) days of receiving that letter, may request in writing that the Standing Faculty Grievance Committee set up a Review Committee, which will investigate the alleged irregularities in the application process. A Review Committee may also be requested if the Petitioner has not received the written notification and written reasons as required (see also h and i below). When writing this request to the Standing Faculty Grievance Committee for a Review Committee, the Petitioner must remember that the irregularities to be reviewed are strictly limited to the following:
- i. A bias concerning the Petitioner's race, creed, color, sex, age, national origin, ethnic background, sexual orientation, marital status, or disability status unrelated in nature and extent to the ability to perform a job.
 - ii. A violation of academic freedom.
 - iii. A violation in due process as specified in these Statutes, if that violation influenced the decision to deny the Petition or deprived the Petitioner of their rights. This may include:
 - a. Inadequate consideration by the department or the Promotion and Tenure Committee, including a violation of established policies, procedures, and guidelines governing the tenure and promotion process.
 - b. Whether the decision was made based on criteria outside those prescribed in the Faculty Manual; for example, issues related to a hostile work environment, departmental politics, or defamation of character.
 - iv. The case merits reconsideration on the basis of new information.
- b.** In this written request sent to the Standing Faculty Grievance Committee, the Petitioner describes the nature of the alleged irregularity in specific terms and asks for a Review Committee to make a recommendation on the matter. The Standing Faculty Grievance Committee may not proceed further if the Petitioner does not allege an irregularity of the type mentioned above and support the allegation with credible evidence.
- c.** If the Standing Faculty Grievance Committee determines that (1) the complaint is within the area of competence for a Review Committee, as described in 2.a above, and (2) the Petitioner's written request coherently presents issues for a Committee's Review, the Chair sets up the Review Committee (see 1 and 2 above). The procedural instructions for the Committee are the same as the instructions for an ad hoc Faculty Grievance Committee (Chapter IX, C).

The Review Committee has access to the Petition (see C.1.c above), any material that was given by the Petitioner or the administration to the Promotion and Tenure Committee, and the report sent by the Promotion and Tenure Committee to the Provost (E.1.j above). It may interview all parties involved in the Petition process, request statements from anyone, and ask for specified items from the Petitioner's personnel file. It may also interview different individuals together in the same room at the same time, if it thinks this is necessary. The Review Committee, however, may not ask for confidential memoranda from any source, statistics concerning the disposition of previous and current Petitions, or information about current Petitions.

The Review Committee will keep the following in mind: (1) it is incumbent on the Petitioner to present reasonable evidence; (2) the Review Committee may not substitute its own judgment on the merits of the Petition for that of the Promotion and Tenure Committee or the Provost or the President; (3) the Committee's Report, Summarization of Grievance (see d. below) is its goal. The Committee's actions must be guided by the requirements for completing its Report.

d. Report: Summarization of Grievance

At the conclusion of its deliberations, the Review Committee will write a Report: Summarization of Grievance. The instructions for writing this Report, sending it to the President (or the Chairman of the Board of Trustees if grievance is filed against the President), and sending copies are found in Chapter IX, Grievance Procedures, Section D. The format for the Report requires the Committee to state whether or not, in the Committee's opinion, there is a basis for the complaint. If the committee determines a specified bias, a specified violation of academic freedom (as defined in Chapter II, Section D), or a violation of due process, as specified in these "Statutes," if that violation influenced the decision to deny the Petition or deprived the Petitioner of his/her rights, it may ask the Promotion and Tenure Committee, the Provost, or the President to consider the Petition again. In this case, the Review Committee must indicate the respects in which it believes that the original consideration may have been faulty.

- e. The Review Committee must maintain confidentiality about its deliberations and the information it receives.
- f. The Review Committee is not required to follow the procedures of a court of law in its deliberations but simply to review and verify evidence submitted by the Petitioner.
- g. If a Petitioner discovers grounds for a Review after the time frame described in subsection a. above, the Petitioner may submit a written request for a Review Committee within twenty days of learning about those grounds (see 3.a above). The Standing Faculty Grievance Committee does not set up a Review Committee or proceed further in any way if (1) this new information is irrelevant or moot in the opinion of the committee or if (2) the Petitioner could submit another Petition and receive a fair evaluation.

- h.** A Petitioner who did not receive a copy of the Promotion and Tenure Committee's Report (E.1.j above) may ask for and receive a copy of that Report from the Provost, if the Petitioner initiates a grievance.
- i.** A grievance may not be brought by a Petitioner against the Review Committee simply because of a decision it has made. The only grounds for a grievance against either one of these Committees are a specified bias, a violation of academic freedom, or a violation of due process as described in this Chapter (see 3.a above).

Chapter VII: Sabbaticals

A. General Information

Sabbaticals are available to full-time, tenured members of the Teaching Faculty who desire to suspend academic workload responsibilities. Sabbaticals are competitive and those granted must have the strong endorsement of the Department Chair, the Sabbaticals Committee, and the Provost. Sabbaticals are granted at the discretion of the University, and not as a matter of right. They are granted only when determined to be in the best interests of the University.

1. Policy on sabbaticals

- a. **Definition.** The type of sabbatical described in this Chapter is a period of time during which the University permits a member of the Teaching Faculty to suspend academic workload responsibilities, in order to (1) concentrate on professional growth, (2) maximize potential as a teacher and scholar, and (3) increase contribution to the effectiveness of the University's Mission.
- b. **Duration.** Sabbaticals may be planned for one or two semesters.
- c. **Eligibility.** Tenured members of the Teaching Faculty ("Statutes," Chapter I, A.1) may apply for the sabbatical described in this Chapter. The application process is described in C below.

The earliest a member of the Teaching Faculty may apply is April of the sixth year of continuous membership on the Teaching Faculty for a sabbatical in the eighth year.

- d. **Financial support.** Financial support during the sabbatical is determined by the duration of the sabbatical. If the sabbatical is one semester, the faculty member receives 100% of the salary that would ordinarily have been earned during that time period. If the sabbatical is for two semesters, the faculty member receives 50% of the salary that ordinarily would have been earned during the two-semester time period. In either case, University benefits continue during the sabbatical.
- e. **Number of sabbaticals awarded per year.** The President of the University determines the number of sabbaticals to be awarded in any given academic year and conveys this information to the Sabbaticals Committee through the Provost. Sabbaticals are determined independently each year and may be decreased or eliminated.
- f. **A sabbatical and years of service.** When calculating the years of service at the University for purposes of salary, promotion, any merit system, or any other reason, the time spent on the type of sabbatical described in this Chapter is included.

2. Stipulations

- a.** During the sabbatical, the recipient may not accept a full-time teaching assignment elsewhere or any employment that is counterproductive to the purpose of the sabbatical. The recipient's membership on all University and departmental committees is suspended or ended, depending on the rules established for the committee. The recipient may not hold any faculty office or administrative responsibilities (e.g., Chair, program director, coordinator, etc.) during the sabbatical.
 - i.** In the year of the sabbatical, the faculty member assumes the heavier of two uneven teaching loads in the semester in which he or she is not on sabbatical (i.e., in a standard 3-4 teaching load, the faculty member teaches four courses while not on sabbatical).
 - ii.** The recipient of the sabbatical is expected to return to the University and serve actively on the faculty for at least two years following the sabbatical. Exceptions to this obligation may be made only by the President.
 - iii.** A sabbatical may not be granted to a faculty member in order to complete a doctoral dissertation.

B. Sabbaticals Committee

Membership and eligibility, election of terms, and the procedures for the use of alternates and substitutes are described in Chapter X: Appointed or Elected Committees of the Faculty.

C. The Sabbatical Application

- 1.** The member of the faculty should informally discuss the possibility of a sabbatical with the Department Chair and the Provost or an appropriate member of the administration designated by the Provost. On or before September 1 (i.e., the year preceding the academic year in which the sabbatical is to be taken), the applicant formally initiates the process by submitting the Sabbatical Application Document to the Provost. The details of the sabbatical application document are outlined in [Appendix C](#): Submission of the Sabbatical Application.

2. Schedule for Sabbatical Applications and Process

The schedule for sabbatical applications and decisions may be summarized as follows, unless altered by the President or Provost. If one of the following dates falls on a day when University offices are closed, the deadline is moved to the next day when offices are open.

September 1— Deadline for sabbatical applications (see [Appendix C](#)), which are sent simultaneously to the Department Chair and the Provost.

September 15 – By this date the Department Chair submits a report to the Provost, as described in D.1, below. Sabbatical Committee elects its chair.

September 30 – The Provost submits all sabbatical documents, including the administrative commentaries described in D below, to the Sabbaticals Committee.

October 30 – By this date the Chair of the Sabbaticals Committee, with any other committee members who are available, meets with the Provost to deliver its recommendation. The recommendation must also be submitted in writing, either in hard copy or electronically; indeed, at the Provost's discretion the required written report may obviate the need for a meeting.

November 15 – By this date, the Provost submits all sabbatical materials and makes his or her own recommendations to the President.

January 15 – By this date the Provost announces sabbatical recipients for the coming academic year.

D. The Administrative Commentary

1. Role of the Department Chair.

A copy of the Sabbatical Application Document ([Appendix C](#)) is also sent to the Department Chair at the same time it is sent to the Provost. (If the applicant is the Department Chair, the Dean of Undergraduate Studies or Vice Provost, as appropriate, assumes the role of the Department Chair as described in this section.) The Department Chair, by September 15, sends a report to the Provost with the following:

- a.** the Chair's evaluation of the sabbatical request;
- b.** a description of the adjustment required because of the loss of a full-time teacher and a description of how the department will function in his/her absence;
- c.** a projection of the benefits to the department/program and the University from the applicant's sabbatical activities.

2. Other administrator(s).

The Provost may send a copy of the Sabbatical Application Document to another member or members of the administration who will also evaluate the sabbatical proposal. This evaluation is sent to the Provost by September 15.

3. The Provost assembles the report of the Department Chair and any other evaluation from an administrator (1 and 2 above). These items together are referred to as the Administrative Commentary.

E. Decision Process

1. A member of the outgoing Sabbaticals Committee whose term continues into the next academic year will convene a meeting with the new and continuing committee members as soon as possible after elections in the spring to elect a new Chair. This should occur no later than September 15.
2. As soon as the Chair of the Sabbaticals Committee has been elected, the Provost sends to the committee the Sabbatical Application Document (C above) and the Administrative Commentary (D above) for each application. At this time the Provost will also indicate the number of sabbaticals available in the year in question.
3. The Sabbaticals Committee follows any applicable instructions or guidelines found in Chapter X: Appointed or Elected Committees of the Faculty, Section A. It may devise its own procedures for meetings, as long as they are consistent with these “Statutes.” All committee decisions are by majority vote; a tie is a negative vote. A meeting may be conducted with a majority of the members present. (See also 6 below on ballots.)
4. Committee discussions are confidential (see Chapter X, A.10). The committee, however, may discuss its recommendations with the Provost or President, as provided in 8 below. It should also be noted that the existence of an application for sabbatical is not confidential information.
5. Guidelines. The Sabbaticals Committee is directed to use the following guidelines in making its recommendations. The listing of these items is not intended to establish an order of priority:
 - a. the sabbatical has the support of the department;
 - b. the application makes a convincing case for the purpose of the sabbatical;
 - c. those given sabbaticals in any semester should be members of different academic departments within the University.

6. Ballot

- a. When discussion of an application has reached its limit (i.e., when all the issues have been covered thoroughly and no new issues have been brought up), discussion is considered at an end. The Chair asks the committee to vote by secret ballot.
- b. Ballots
 - i. The ballot includes a rationale and priority level assignment to the application.
 - ii. After the Report of the Sabbaticals Committee (7 below) has been approved, these ballots are destroyed.
- c. A member of the committee may not participate in the discussions concerning an application from someone in his/her own department or cast this ballot vote on that application.

- d. Ideally, all members of the committee should be present for this vote. A vote, however, may take place if a quorum is present.

7. Report of the Sabbaticals Committee

- a. A member delegated by the committee, after consulting the ballots and the members of the committee, writes the Report of the Sabbaticals Committee, which contains the following:
 - i. the applications arranged according to the committee's recommendation for the order of priority for granting a sabbatical;
 - ii. a clear and specific rationale for this order of priority;
 - iii. a clear and specific rationale for the recommendation or denial of recommendation for each application.

The Report may include the tally of the ballot votes.

- b. Each member of the committee should approve the Report prior to its submission to the Provost.
8. By October 30, unless otherwise specified by the Provost, the Committee meets with the Provost to present the Report of the Sabbaticals Committee. The purpose of the meeting is to make sure that the Provost has a clear understanding of the Committee's Report and rationale. If, however, it is mutually agreed by the Provost and the Chair that no meeting is necessary, the Committee's report may suffice as a communication of its recommendations.

The meeting is open to all elected members of the Committee, even someone who was disqualified from deliberating and voting because an applicant was from his or her department.

9. The Provost announces sabbatical recipient(s) no later than January 15, for the following academic year.

F. Responsibilities of the Recipient

- 1. Before the sabbatical commences, the recipient must keep the Provost informed about developments in the project. No later than three months before the sabbatical is scheduled to begin, the recipient must send the Provost an updated description of plans for the sabbatical.
- 2. During the academic year following the sabbatical, the recipient will invite the University community to a lecture or presentation on this sabbatical.
- 3. The recipient is expected to complete at least two years of service following a sabbatical. Exceptions to this policy are made only by the President.

Faculty Termination and Grievance Procedures

Chapter VIII: Termination of Contract

A. Voluntary Termination of Contract by Faculty Member

A faculty member who has tenure or whose contract has been renewed for the following year is to notify the University as early as possible of his/her decision to terminate full-time association with the University. At a minimum, the tenured faculty member should notify the University by April 1; the non-tenured member within thirty calendar days of being informed of reappointment for the following academic year.

B. Termination of Contract by the University

1. Termination due to financial exigency

a. Definition of the term “financial exigency”

A financial exigency is a severe economic crisis which threatens the existence of an institution.

b. Faculty Committee on Financial Exigency

The faculty has a primary responsibility for the institution’s curriculum. In the event that a financial exigency should be declared, this responsibility continues; the faculty maintains its primary role in curricular matters by making specific recommendations in this area for ways to help overcome the financial exigency.

A Faculty Committee on Financial Exigency will represent the faculty (that is, will serve as the voice of the faculty) should a financial crisis be declared and faculty participation be required when the administration makes decisions concerning specific academic programs within the University, the overall allocation of the University’s resources, and any restructuring of academic programs.

If the University should declare a state of financial exigency, or if this state is obvious but not yet declared and if this emergency will result in the termination of appointments on the Teaching Faculty, the Executive Committee of the Faculty Assembly will conduct an election for members of a Faculty Committee on Financial Exigency.

A majority of the members on the committee and the Chair must be tenured faculty.

The Executive Committee of the Faculty Assembly determines the number of members on the Faculty Committee on Financial Exigency and any formula for representation. The Faculty Committee on Financial Exigency elects its own Chair and consults relevant policy statements and documents of the American Association of University Professors as a guide for procedures.

If necessary, the Faculty Committee on Financial Exigency may appoint an appeals committee(s) to hear complaints from Teaching Faculty whose appointments have been terminated because of the financial emergency. This appointed committee's role is to determine if the reason for the dismissal was bias, a violation of academic freedom, or failure to follow due process. The Appeals Committee's membership is appointed by the Faculty Committee on Financial Exigency and its procedures are those of an ad hoc Faculty Grievance Committee (Chapter IX, Faculty Grievance Procedures). The report (Summary) of this Appeals Committee is sent to the President and the Faculty Committee on Financial Exigency.

2. Termination because of discontinuation of a department, program, or courses

The administration of the University may discontinue at its discretion a department, program, or courses and it may merge departments.

Complaints from a tenured member of the Teaching Faculty whose appointment has been terminated because his/her department/program has been closed or merged or because courses s/he teaches have been discontinued are brought to the Standing Faculty Grievance Committee, which may set up an ad hoc Faculty Grievance Committee, with the opportunity for the parties concerned to be in the same room for a hearing. (See Chapter IX, Faculty Grievance Procedures.) This ad hoc committee will be asked to determine if the dismissal was the result of bias, a violation of academic freedom, or a failure to follow due process.

3. Tenured faculty

When a tenured appointment is terminated because of financial exigency or because of the discontinuation of a program of instruction, the released tenured faculty member's position may not be filled by a replacement within a period of three years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

4. Termination of appointment due to medical reasons

The President of the University may terminate the contract of a member of the Instructional Staff, whether tenured or non-tenured, if that individual is no longer able to fulfill the terms and conditions of the appointment due to medical reasons and if there is no reasonable hope of recovery.

This decision will be made only on the basis of clear and convincing evidence that medical reasons prevent the member of the Instructional Staff from performing his/her assigned duties. Before this decision is reached, the faculty member concerned, or someone representing him/her, will be informed of the basis of the proposed action and given an opportunity to present the faculty member's position and to respond to the evidence.

If the faculty member so requests, the matter may be submitted to the Standing Faculty Grievance Committee for possible review by an ad hoc Faculty Grievance Committee.

5. Termination by dismissal (i.e., dismissal for cause)

- a.** A member of the Instructional Staff (“Statutes of the Faculty,” I.B), whether tenured or non-tenured, full-time or part-time, may be dismissed for cause; that is, for a serious reason.
- b.** Some grounds upon which this termination by dismissal (dismissal for cause) may be based are as follows:
 - Violation of the terms of the contract of employment or failure to meet the responsibilities set forth in Chapter II of these “Statutes” (Responsibilities and Rights of the Teaching Faculty);
 - Commission of a crime of violence or moral turpitude;
 - Misconduct (including sexual harassment) which clearly demonstrates a violation of the standards of behavior generally accepted in the Salve Regina University community or a violation of the professional trust or conduct expected among the University’s academic professionals;
 - Abandonment or serious neglect of the duties of the academic profession, including the duty to maintain levels of skill and information and to provide courses of instruction which meet the academic standards of the individual’s discipline;
 - Incompetence;
 - Failure to meet or comply with any terms and conditions of employment whether set forth in this *Manual*, in the Employment Contract, in the general terms and conditions of employment attributable to all University employees, or otherwise promulgated.
- c.** Due process for tenured faculty dismissed for cause and non-tenured members of the Teaching Faculty dismissed for cause before the end of a contract:
 - (1) The President notifies, in writing, the member of the full-time Teaching Faculty of the decision to dismiss him/her for cause. The notification sets forth the basis for the decision.
 - (2) No final termination for cause may take effect until all internal appeals, which the faculty member wishes to utilize, have been completed.
 - (3) A faculty member wishing to appeal a dismissal for cause may request in writing, within ten days of receiving the dismissal notice from the President, an informal conference with the President. This informal meeting may, if the President so decides, be with a representative of the President. The President will confirm the result of this meeting, in writing, to the faculty member.

- (4) If the faculty member is not satisfied with the results of the informal meeting, s/he may request, in writing and within ten days of receiving the President's confirmation of results of the meeting, that the President commence formal proceedings before the Faculty Hearing Board for tenured faculty and before the Faculty Grievance Committee for non-tenured faculty.
- (5) In the event an appeal is filed, the faculty member will be considered suspended from the date of termination notification until the applicable appeals process/grievance is completed. The suspension will be without pay.
- d. Due process for non-tenured members of the Instructional Staff who are dismissed for cause and are not members of the Teaching Faculty

If a member of the Instructional Staff (Statutes, Chapter I, B) is dismissed for cause and s/he is not a member of the Teaching Faculty (as defined in Chapter I, A.1), s/he may ask the Standing Faculty Grievance Committee to set up a Faculty Grievance Committee to hear a complaint about this dismissal. (See Chapter IX.)

C. Grievance Process for Dismissal of Tenured Faculty for Cause

1. If a tenured member of the Teaching Faculty (Statutes, Chapter I, A.1) is dismissed for cause (B.5 above) and if the dismissed member is not satisfied with the results of the informal methods of resolution set forth in B.5.c above, s/he may request, in a written letter to the President and within ten days of completing the process described in B.5.c above, that the President commence formal proceedings. Within ten days of receiving this request, the President must notify the Chair of the Standing Faculty Grievance Committee that a formal hearing will be convened as early as possible.

The member of the faculty who has been dismissed is called the Complainant. The President is the Respondent.

2. Faculty Hearing Board

- a. The Faculty Hearing Board is ad hoc and has the responsibility for conducting a hearing in a case involving dismissal for cause of a member of the Teaching Faculty (1) who is tenured and (2) who wishes to appeal that dismissal. (See B.5 above.)

The Hearing Board follows the instructions in this section. It is also subject to all of the general principles in Chapter IX, Faculty Grievance Procedures, especially A.14, "The end result of all grievance procedures." Throughout the proceedings the Board must keep in mind that its goal is to make a recommendation on the complaint.

- b. Membership and election. There are five members of the Teaching Faculty on this Hearing Board. The two members of the Standing Faculty Grievance Committee are members of the Hearing Board and are responsible for setting up and convening it. They conduct an election to determine the other members of the Hearing Board and alternates.

The Teaching Faculty is to be informed that the nominees in this election are all of the members of the Teaching Faculty (Statutes, Chapter I, A.1), except the two members of the Standing Faculty Grievance Committee, the Complainant, and members of the Complainant's department or program. Members of the Teaching Faculty may decline, in writing, to run for this election. Those who have received votes in this election are placed on the Hearing Board according to the number of votes received. (The individual with the highest number of votes is the first asked to accept membership on the Hearing Board. The individual with the second highest number of votes is the second asked, and so forth.) The Standing Faculty Grievance Committee uses a lottery to resolve ties; it may remove someone from possible Hearing Board membership if s/he cannot be reached. Members of the Hearing Board may come from the same department.

- c. Challenges to and withdrawal from membership. After the election results have been tallied, the Standing Faculty Grievance Committee informs the Complainant and the President of the names of the five individuals who have agreed to serve on the Hearing Board. The Complainant and the President each have the right to one challenge of member suitability without stated cause and any number with stated cause. Stated causes must be submitted in writing to the Chair of the Standing Faculty Grievance Committee.

In the event that both members of the Standing Faculty Grievance Committee are successfully challenged for membership or if they withdraw their membership voluntarily, they appoint a previously elected member of the Committee as Coordinator to finish the process of setting up the Hearing Board. In the event that the Hearing Board membership cannot be completed because there are no more elected candidates, those who have been seated on the Hearing Board will appoint the remaining members.

Once the Committee membership has been finalized by the Standing Faculty Grievance Committee or the Coordinator, no further challenges will be authorized or permitted.

- d. A member of the Standing Faculty Grievance Committee or the Coordinator described in c. above convenes the Hearing Board once its membership is complete.
- e. Chair. The Hearing Board elects its own Chair from its members. The Chair makes sure that the procedures are fair and that the Board's role is objective.
- f. General directions for the Hearing Board. The Board follows the general directions to be observed by all grievance committees (Statutes, Chapter IX, Section A), except those directions which apply only to specifically named committees.

3. Procedures of the Faculty Hearing Board

- a.** At least ten days prior to the date of the first proceeding before the Faculty Hearing Board, the President of the University is to transmit to the Chair, with a copy to the Complainant, a clear and precise statement of the grounds for the decision to dismiss the faculty member for cause.

At least five days before the date of the first proceeding before the Faculty Hearing Board, the Complainant is to transmit to the Chair, with a copy to the President, an answer to the President's statement and a summary of the grounds for the appeal.

- b.** The President of the University has the right to appear at all proceedings before the Hearing Board with an administrative or faculty advisor and may send a delegate to represent him/her at the proceedings.

The Complainant may be accompanied by a faculty advisor.

- c.** The proceedings before the Hearing Board are conducted with both the President (or a representative) and the Complainant present. The Board, however, may meet in Executive Session; that is, with only members present, in order to deliberate and vote.
- d.** The President is entitled to rely on all information upon which the termination decision has been made without regard to whether confirmation of the information or testimony is available at the time of appeal. The President (or a representative) prepares and presents the grounds for dismissal. The burden will then shift to the Complainant to prove that the grounds submitted by the President (or a representative) is irreparably and negatively affected by prejudicial substantial errors and as set forth in the Answer submitted to the Faculty Hearing Board, and the Board in such event, must further determine that the termination decision could not be otherwise sustained.
- e.** The Hearing Board will require the parties to restrict their cases to the issues raised in the initial statement and the answer thereto. The Chair of the Standing Faculty Grievance Committee and the Chair of the Faculty Hearing Board are responsible for firmly enforcing this.
- f.** Witnesses. The Hearing Board may request persons who are members of the University community (students, faculty, administration, staff) to appear at proceedings as witnesses. The Complainant and the President or someone representing the President has the right, within reasonable limits set by the Hearing Board, to question all witnesses who testify at any hearing. The Board may question any witnesses and may call witnesses of its own. The Complainant and the President are not witnesses.

The proceedings are not judicial in nature; they are intended to determine the good faith basis for the termination. The parties are not entitled to compel witnesses nor are the Rules of Evidence applicable. Procedures may be employed to protect the confidentiality of witnesses and the parties.

- g.** Evidence. The Complainant and the President may submit evidence and written testimony of witnesses during, before, and after proceedings. The Hearing Board may rule on the relevance of evidence offered or sought by either party. Any evidence or statement sent to the Board on behalf of one party will be shared with the other. The Hearing Board considers only the evidence and statements known to both the Complainant and the President.

Such witness statements are to be edited by the Faculty Hearing Board prior to submission to or review by the other side at the request of the presenting party to protect the privacy of witnesses or other individuals. Criminal charges and their basis therefore may be taken into account.

At an appropriate point, the Chair will rule that the submission of evidence has ended. The Complainant and the President are then given an opportunity to respond to the complete record of evidence as presented and summarized.

The Faculty Hearing Board will determine if the President had adequate grounds for the termination decision based upon the information then known. If the Faculty Hearing Board develops additional or new information, or finds other errors or prejudice adversely affecting the termination decision, then the Faculty Hearing Board may refer the matter back to the President for reconsideration.

- h.** A recording of the proceedings before the Hearing Board will be taken and a copy provided to both the Complainant and the President.
- i.** As a general procedural rule, the Complainant, the President, their advisors, and the President's representative address their remarks to the Chair or the Board. The Faculty Hearing Board may establish other procedural rules, as long as they are consistent with the provisions of this section and with applicable sections of Chapter IX, Faculty Grievance Procedures.
- j.** The President may affirm, modify, or reverse the termination decision, based upon the recommendations and findings of the Faculty Hearing Board within ten days of receipt. If the decision of the President is not acceptable to the Complainant, the Complainant may request review by the Board of Trustees of the Record of Proceedings established by the Faculty Hearing Board in such manner as the Board of Trustees determines appropriate. The decision of the Board of Trustees is final. No party has the right to present additional evidence to the Board of Trustees, but either party may submit a statement within five days of requested Board of Trustees' review for consideration. Each party then has three days to submit a counter-statement. The report is sent to the Chairman of the Board of Trustees, with copies to the Complainant, the President, and members of the Faculty Hearing Board.

- k.** The process described above (the election, challenges, and hearing) is to be expedited as efficiently as possible. From the date the President receives the request for a Faculty Hearing Board (1 and 2 above) until the time when the Board sends its “Report: Summarization” to the Chairman of the Board of Trustees, no more than ninety (90) days should elapse. The Chair of the Standing Faculty Grievance Committee or, once the Hearing Board is seated, the Chair of the Faculty Hearing Board, may extend this time limitation in unusual circumstances, as long as s/he, in writing, provides the Complainant and the President with the reasons for this extension.
- 4.** The grievance procedures found in these “Statutes” (Chapter IX) may not be brought against the Faculty Hearing Board.

Chapter IX: Faculty Grievance Procedures

Grievances are resolved by people, not structures. Personal conflicts and dissatisfactions should be resolved informally by discussion and professional good sense, whenever possible. In the event that differences cannot be resolved informally, Salve Regina University has adopted these Faculty Grievance Procedures for a faculty member's complaint about another faculty member, the administration, or a faculty committee. The University's general Grievance Procedures describe other ways of filing a complaint concerning other members of the University community, while the *Student Handbook* provides students with instructions on filing a grievance against a faculty or staff member.

A. General Information

1. Definitions

Grievance. In this Chapter a grievance means a cause for complaint that (a) arises from a disagreement concerning, but not limited to, faculty contracts, dismissal of a faculty member for cause, a faculty/administration dispute, or intra-faculty dispute, and (b) cannot be resolved through informal means. (For information on complaints concerning sexual harassment, see 3 below; for information on complaints from students concerning academic matters, see [Appendix D](#) and the *Student Handbook*.)

Complainant. The person who formally asks the Standing Faculty Grievance Committee to investigate a dispute and make a recommendation.

Respondent. A person against whom the grievance is directed.

Standing Faculty Grievance Committee. Two elected members of the Teaching Faculty are the Standing Faculty Grievance Committee. Grievances are first brought to this committee. The committee's area of competence and purpose are described in B.2 below. If it rules that the grievance process may proceed, it is responsible for setting up the specific type of ad hoc committee or board for the type of grievance.

The two members of the Standing Faculty Grievance are also members of all committees concerned with a faculty grievance, unless they are disqualified, successfully challenged, unavailable, or voluntarily remove themselves. Other members are added according to the procedure for the specific type of grievance committee.

Grievance Committee. Grievance Committee is a general, generic term for an ad hoc committee set up by the Standing Faculty Grievance Committee to investigate a complaint and make a recommendation on it. Depending on the type of complaint, a faculty committee that investigates a grievance may be known as a Review Committee, Faculty Hearing Board, or Faculty Grievance Committee. (See 2 below.)

A grievance committee of the faculty means that members must either be elected by the faculty or appointed by an elected faculty body.

Faculty. For definitions of the terms Teaching Faculty and Instructional Staff, see Chapter I of these Statutes.

2. Types of grievance committee.

The Standing Faculty Grievance Committee decides whether or not to set up the type of ad hoc committee that is appropriate to the nature of the complaint.

- a. Promotion and tenure process:** Review Committee. If a member of the Teaching Faculty has a complaint concerning the process of his/her application for promotion and/or tenure, s/he may request that the Standing Faculty Grievance Committee begin the procedure for the Review Committee, which is described in Chapter VI, Section F of these Statutes.
- b. Termination of tenured faculty for cause:** Faculty Hearing Board. If a tenured member of the faculty has been dismissed for cause, that individual may request that the Standing Faculty Grievance Committee begin the procedure for a Faculty Hearing Board, as described in Chapter VIII, Section C.
- c. Other types of grievance:** ad hoc Faculty Grievance Committee. A grievance procedure for complaints not related to the process of applying for promotion and/or tenure, dismissal for cause of tenured faculty, or the initial complaint about sexual harassment is described under C below.

3. Sexual harassment.

It is the policy of Salve Regina to prohibit all forms of discrimination and harassment on the basis of an individual's actual or perceived membership in a protected class. Salve Regina prohibits all forms of discrimination on the basis of sex in the education program and activity that it operates and is required by Title IX of the Education Amendments of 1972 ("Title IX") and its implementing regulations not to discriminate in such a manner. Please see Salve Regina University's full policies here: [Title IX Sex Discrimination and Sexual Harassment Policy and Grievance Procedures](#) & [Anti-Discrimination Policy and Grievance Procedures](#).

4. Abuse of the grievance process.

The grievance procedures described in this Chapter safeguard the integrity of the University by protecting members of the faculty from injustice. Unfortunately, these same procedures could be used as a way of punishing and threatening faculty and administrators with delaying tactics, excessive demands, and multiple grievances. For this reason, the Standing Faculty Grievance Committee may require that multiple grievances concerning the same issue be consolidated into one grievance.

5. Grievance against a committee.

A grievance against a committee is against the committee as a whole because of a committee recommended course of action. Unless the Complainant provides specific and compelling reasons, the grievance may not be brought against the members of a committee as individuals.

6. Legal action.

A member of the Teaching Faculty is expected to complete the Grievance Process prior to instituting legal proceedings. In the event that legal proceedings are instituted by the Complainant, the University reserves the right to suspend or terminate the grievance proceedings upon written notice to the Teaching Faculty member.

7. Confidentiality.

- a. Members of the Standing Faculty Grievance Committee and ad hoc faculty committees concerned with a grievance (under any name) are required to treat as confidential: (1) committee discussions and votes, (2) information disclosed to or discussed by the committee, if the information is not public knowledge, and (3) the results of the committee's deliberations, except when otherwise required in this *Faculty Manual* (i.e., the report described in D below). The meetings of all committees or boards concerned with a grievance are closed to the press, the public, and parties not directly involved in the proceedings.
- b. The Complainant, Respondent, witnesses, advisors, and others involved in the grievance are expected to respect the sensitive nature of what was said at the grievance proceedings.
- c. The existence of a grievance or the name of its Complainant or its Respondent(s) is not confidential information.
- d. Confidentiality does not cease following the resolution of the grievance.

8. Trust.

The grievance process is based on a foundation of trust. The Complainant and the parties involved must be able to trust the grievance committee that is formed. This trust is based on the knowledge that the committee will be fair and objective and that it will maintain confidentiality. This trust is essential to the integrity of the University.

9. Chair.

The two members of the Standing Faculty Grievance Committee rotate as Chair as they see fit. This Committee convenes the appropriate committee or board; one of the two elected members acts as Chair; when the committee/board is formed, it may elect another Chair from its members. The Chair is the spokesperson for the committee, and all inquiries from whatever source should be referred to the Chair for response.

10. Written material.

The Complainant has the right to see all written material given to the committee by the Respondent(s). The Respondent(s) has the right to see all written material given to the committee by the Complainant. Both Complainant and Respondent have the right to respond in writing.

11. Voting.

A committee/board makes its own internal decisions by majority vote. Its final recommendation is also made by majority vote.

12. Advisors and representatives for administrators.

In all grievances under whatever name, a member of the administration who is a Respondent may be accompanied by an advisor and may send a delegate to represent him/her at the grievance proceedings.

13. Limitations on grievance committees.

No grievance committee under any name has any authority to compel anyone to release documents or information or to appear as a witness.

14. The end result of all grievance procedures.

The end result of any grievance procedure under any name (e.g., Review Committee, Faculty Hearing Board, Faculty Grievance Committee) is a committee's written recommendation. This recommendation is sent to the President of the University or, if the President is a party to the dispute, the Chair of the Board of Trustees. Copies are also sent to the Provost, the members of the committee which heard the grievance, the Complainant, and Respondent(s). The President or the Board of Trustees accepts, rejects, or modifies the recommendation received.

The recommendation of a grievance committee (including the Faculty Hearing Board and Review Committee) does not constitute binding arbitration.

15. The Responsibility of the Executive Committee of the Faculty Assembly.

Members of a grievance committee (under any name) are Teaching Faculty who are elected or appointed by an elected committee.

The Executive Committee of the Faculty Assembly appoints a pool of Teaching Faculty who will be available to serve on a Review Committee (Chapter VI, Section F) or an ad hoc Faculty Grievance Committee. The Executive Committee determines how faculty are appointed to this pool.

The Standing Faculty Grievance Committee uses lotteries to determine which appointees in this pool will serve on ad hoc committees (C.4 and 5 below).

B. The Standing Faculty Grievance Committee

1. Responsibilities

The Committee (two elected members from the Teaching Faculty) receives formal complaints and sets up the appropriate type of grievance committee. The two members of this Committee convene grievance committees (i.e., Review Committee, Faculty Hearing Board, or Faculty Grievance Committee, all described in A.2 above) and are members of all such committees, unless they are disqualified, successfully challenged, or unavailable.

They may reject any request for the grievance procedure if the request does not clearly describe, in writing, a specific grievance or if the alleged injustice is not related to any principle stated in this *Faculty Manual*.

When the two members of the Standing Faculty Grievance Committee are presented with a possible grievance, they must ascertain if there might be some way of resolving the dispute before it is presented to a formal grievance committee. They are not, however, required to assume the role of mediators or engage in a lengthy conflict resolution process.

2. Area of competence and purpose

The area of competence for the Standing Faculty Grievance Committee and any ad hoc faculty committee set up by the Standing Faculty Grievance Committee is the investigation of formal complaints directed against a member of the full-time or part-time faculty (i.e., the Instructional Staff as defined in Chapter I, B of these Statutes) or a member of the administration with faculty status. Examples of these complaints would be disputes over contracts, academic matters, working conditions, promotion, tenure, and dismissal. The purpose of any type of grievance committee is to see if the complaint has any validity and, if it does, to recommend a course of action.

The two elected members of the Teaching Faculty who are the Standing Faculty Grievance Committee administer and coordinate the grievance process. They set up the type of grievance committee appropriate to the complaint. The three types of grievance committees – Review Committee, Faculty Hearing Board, and Faculty Grievance Committee – are described in A.2 above.

3. Membership

The two members of the Standing Faculty Grievance Committee must be members of the Teaching Faculty elected by the Teaching Faculty. They serve on all ad hoc faculty grievance committees, unless they are disqualified, successfully challenged, or unavailable. They may not be from the same department (see Chapter X, A.8).

When a member of the Standing Faculty Grievance Committee and the Complainant or Respondent are members of the same department, this procedure is followed: (a) The member of the committee may receive the complaint and assist in setting up an ad hoc grievance committee but may not serve on the ad hoc committee. (b) If the Complainant or Respondent objects to this member of the committee having anything to do with the grievance, the procedure described in C.5 below applies.

If a member of this elected committee resigns or is not able to serve, s/he is replaced by a substitute according to the process described in Chapter X, A.7.

4. Terms

Terms are two years and staggered. One member is elected each year. After completing a term, a member is still eligible to serve as an alternate (see C.5 below).

C. General Grievance Process

1. **Before filing a grievance.** The member of the faculty with the complaint must first confer with the Chair of the Standing Faculty Grievance Committee, in order to explore the possibility of settling the dispute without going through the grievance process (see A.1 above).
2. **Request.** The Complainant, within thirty (30) days from the time the alleged injustice is known by the Complainant, must send a written request for initiating a formal grievance procedure to the Chair of the Standing Faculty Grievance Committee with copies to the Provost and the Respondent(s). The question of the timeliness of the submission is to be decided by the Chair of the Standing Faculty Grievance Committee.

This request must set forth in detail the nature of the grievance and state the name of the individual or individuals or committee against whom the grievance is directed. It must also contain pertinent information concerning attempts to resolve the problem informally.

3. **Rejecting the request.** The Standing Faculty Grievance Committee does not proceed further if it determines at least one of the following:
 - a. the request does not clearly present the issues which are disputed;
 - b. the dispute concerns matters that are moot;
 - c. the Complainant presents no evidence of a specific wrong (e.g., bias, violation of academic freedom, failure to follow due process outlined in this *Faculty Manual*, arbitrary decisions, unreasonable working conditions) or only asks for the grievance process in order to discover evidence;
 - d. the matter is more appropriate for the University's process for investigating sexual harassment (A.3 above) or is about a student and an academic matter and has not gone through the process described in [Appendix D](#).

- 4. Accepting the request and forming the committee.** If the Standing Faculty Grievance Committee decides to proceed with the grievance, it sets up an ad hoc Faculty Grievance Committee (also called the ad hoc Review Committee, described below) that will be three in number. Two of the members of this ad hoc committee are the Standing Faculty Grievance Committee (i.e., two elected members from the Teaching Faculty). The third member of the committee is from the pool of Teaching Faculty appointed, in advance, by the Executive Committee of the Faculty Assembly (A.15 above). The Standing Faculty Grievance Committee, using a lottery, chooses the third member from these appointees.

By setting up this ad hoc committee, the Standing Faculty Grievance Committee is indicating that (a) the complaint is within the area of competence for a Faculty Grievance Committee, as specified in this Chapter, and (b) the request coherently presents issues for a committee's recommendation.

5. The ad hoc Review Committee

a. Purpose and area of competence

The purpose of an ad hoc Review Committee is to hear a complaint about a Petition for promotion or tenure and to make an appropriate recommendation about that complaint. The type of complaint which the Committee may review is strictly limited to at least one of the following areas: bias, violation of academic freedom, and a violation of the due process described in these Statutes. The type of recommendation that the Committee may make is described in Chapter IX.

b. Eligibility and membership

- i.** The Review Committee is three in number. Two of the members of the Review Committee are the Standing Faculty Grievance Committee (i.e., two elected members of the Teaching Faculty). The Standing Faculty Grievance Committee chooses, by lottery, the third member from a pool of Teaching Faculty appointed, in advance, by the Executive Committee of the Faculty Assembly.
- ii.** For challenges to and changes in the membership of the Review Committee, the instructions for an ad hoc Faculty Grievance Committee are followed (Chapter IX, Grievance Procedures, C.5.)
- iii.** The following are not eligible to serve on a Review Committee: members of the same department as the Petitioner; members of the Promotion and Tenure Committee which deliberated on the Petition; anyone who served as an alternate on the Promotion and Tenure Committee during the academic year when the Petition was submitted; anyone who has written a letter for the Petition.
- iv.** The Review Committee is convened by one of the members of the Standing Faculty Grievance Committee. The Review Committee, once it is formed, elects its Chair for the Review.

6. Challenges to and changes in committee membership.

The Complainant and the Respondent(s) each have the right to one challenge of member suitability without stated cause and any number with stated cause. Stated causes must be submitted to the Chair in writing.

If an elected member of the Standing Faculty Grievance Committee is not eligible to serve or declines to serve or is successfully challenged by a participant in the grievance, the committee seeks a replacement. This replacement is a previously elected member of the Standing Faculty Grievance Committee who is available, eligible, and has served on the committee within the past four years. If a previous member is not available, the replacement is selected by lot from those appointed by Executive Committee of the Faculty Assembly, as described in A.15 above. The Standing Faculty Grievance Committee conducts any lottery that is required.

The Chair of the Standing Faculty Grievance Committee duly records the history of the changes and challenges. Once the committee membership has been finalized by the Standing Faculty Grievance Committee, no further challenges will be authorized or permitted.

7. Instructions for the ad hoc committee.

- a.** The ad hoc Faculty Grievance Committee or Review Committee may begin its investigation by asking the parties concerned to submit written statements concerning the dispute. Copies of all such written statements are given to the Complainant and Respondent(s). See also A.10 above.
- b.** The Committee may separately interview all the parties concerned.
- c.** If the Committee deems it necessary, the Committee may interview different parties at the same time in the same room. In these instances, the Chair determines the procedural rules and the allotment of time to the individuals present. It is generally advisable that all comments from the Complainant and Respondent be directed to the Chair and the Committee.
- d.** All parties involved must keep in mind that this particular grievance process is not a hearing found in the legal system.
- e.** Both the Complainant and Respondent(s) have the right to be accompanied by a faculty advisor at all of their meetings with the Committee. This advisor does not have the right to address the meeting.
- f.** Recording of individual interviews is done only at the discretion of the Committee. Meetings with the Complainant and Respondent(s) together in the same room are, at the discretion of the Committee, either recorded or summarized in writing. Both the Complainant and Respondent(s) receive any audio recording or written summary of such meetings.
- g.** The Committee reserves the right to call and question additional witnesses as deemed necessary.

- h. At the conclusion of its investigation, only members of the Committee go into deliberations and vote.
- i. At the request of any member of the Committee, voting may be by secret ballot.
- j. The Committee's report follows the instructions listed in D below.
- k. These proceedings, the recommendation, and final decision of the President of the University or the Board of Trustees are to be completed within sixty (60) calendar days after the Chair of the Standing Faculty Grievance Committee receives the formal written statement of the Complainant (C.2 above), unless the time is extended by agreement of both the Complainant and Respondent(s) or by the President.

The Review process continues during the summer (June, July, and August) but the Chair of the Committee may suspend the process during part of that time.

- l. All materials gathered by the ad hoc committee during the grievance process will be maintained by the Chair for six months following the conclusion of the proceedings, after which they will be destroyed by the Chair. The exception is the Summarization of Grievance (Section D below), which will be kept in the President's office.

D. Report: Summarization of Grievance

The following is an outline of the Report: Summarization of Grievance, the final committee report sent to the President of the University or, if the President is party to the grievance, to the Chair of the Board of Trustees. Copies are also sent to the Provost, the members of the committee which heard the grievance, the Complainant, and Respondent(s). This outline should be followed for all final reports sent by a Review Committee, a Faculty Hearing Board, and a Faculty Grievance Committee. The Chair of the committee/board signs the report.

1. Cover page.

Report: Summarization of Grievance

To: (President of the University or Chair of the Board of Trustees)

From: (Name of the committee/board Chair, name of the committee/board)

Membership: (Names of those who served on the committee or board)

Date: (of report)

- 2. **Background.** A brief narrative setting forth such information as the identity of the Complainant and Respondent(s) and how and when the grievance was brought to the attention of the Chair of the Standing Faculty Grievance Committee. The background includes information on when the grievance was officially filed and when the Committee concluded its work.
- 3. **Nature of grievance.** The actual allegations forming the basis of the grievance.

4. **Findings.** This section sets forth each finding of the committee/board separately. Each finding should generally correspond with the specific allegations that form the basis of the grievance. The reasoning or rationale which supports each finding should be set forth here in detail. Dissenting opinions and the Committee's vote may also be noted.
5. **Recommendation(s).** This should contain the Committee's recommendation(s) based on its findings.
6. **Documents.** If the committee deems it necessary, copies of relevant documents are placed in an appendix.

Faculty Governance

Chapter X: Appointed or Elected Committees of the Faculty

A. General Information

1. **Importance.** Committees are essential to the functioning of a university. A university must have the advantage of different minds coming together to find the best possible courses of action for the good of the institution. When committees do their jobs efficiently and thoroughly, they provide leadership that helps to shape the character and even the destiny of the institution.
2. **Some types of committees.** A standing committee is formed every academic year. A committee “of the faculty” is either elected by the Teaching Faculty or appointed by a group that is elected by the Teaching Faculty. A university committee concerns itself with general matters that go across departments.

Other faculty committees in the University not described in these “Statutes” are administrative, departmental, or ad hoc. Such ad hoc committees or task forces may be convened by the faculty or the administration for a specific purpose, at any time.

3. **Reporting.** A committee’s charge (purpose) specifies which individual or what group receives the committee’s report. In general, a committee that is concerned with the distribution of funds reports to the source of the funding.
4. **Ex officio.** An ex officio member of a committee is an administrator who is a member of a particular committee by virtue of his/her administrative office. Normally, if a committee or commission has members of the faculty appointed by the administration, anyone with the title Vice President for Academic Affairs, Provost or Dean of the Faculty is an ex officio member.
5. **Administrative duties.** The administrative duties described in this Chapter are, at the discretion of the President, assigned to or divided among any administrators designated by the President.
6. **Terms.** The beginning date for a term of membership on an elected committee, unless stated otherwise in the committee’s instructions, is the seventh day after Commencement in the spring. The final date of a term is the sixth day after Commencement in the spring. The terms for members of appointed committees are determined by the individual or group making the appointments.
7. **Alternates and substitutes for elected committees.** An **alternate** replaces a member of a committee who, for whatever reason, does not deliberate on a particular committee decision. The alternate’s term lasts only as long as the deliberations on that decision. The Committee is responsible for the appointment of the necessary alternates. The Chair of the Committee handles the inquiries. The Chair seeks an alternate from former members of the Committee who have served in the previous four years, beginning with the most recent former members. If one of these former members is not available, the Committee accepts the first available substitute (as defined in the next paragraph).

A **substitute** replaces a member of the committee who, because of illness or some other reason, is not available or eligible when the committee must deliberate on all of its decisions. When the Elections Committee tabulates the results of an election, those who were not elected are potential substitutes. The substitutes for the Committee are taken from this pool. Those who have received votes automatically become potential substitutes and are chosen according to the number of votes they have received. (The eligible individual with the highest number of votes is the first potential substitute. The one with the second highest number of votes is the next potential substitute, and so forth. Ties for substitutes are resolved by a lottery conducted by the Elections Committee.)

The substitute replaces a member until the end of the sixth day following Commencement in the spring. If the member who was replaced cannot resume the second year of his/her term, the Elections Committee names a new substitute according to the results of the most recent election.

In the event that the Committee member who was replaced by a substitute becomes available again, s/he must wait until the seventh day after Commencement in the spring to complete the second year of the two-year term. This member, however, may be an alternate.

- 8. Membership restrictions.** The following applies to the Promotion and Tenure Committee, Standing Faculty Grievance Committee and the Sabbaticals Committee: (a) No two faculty members holding contractual appointments in the same department or program may serve simultaneously. (b) Should two or more members of the same department or program be nominees for election, only the one with the highest number of votes will be elected. In any grievance process (grievance, review, hearing) only the two elected members of the Standing Faculty Grievance Committee may not hold contractual appointments in the same department or program. Other ad hoc members may come from the same department or program.

A member of a committee does not deliberate or vote on a request for promotion or tenure, a grievance of any kind (grievance, review, hearing), or sabbatical concerning someone who is from the same department or program. That committee member is replaced by an alternate, as described in 7 above.

- 9. Chair.** The members of an elected committee of the faculty elect their own Chair; they follow any written rules for that election. The Chair of an appointed committee is selected according to the terms or instructions of the appointment.
- 10. Confidentiality.** In addition to observing confidentiality rules specific to a committee, all members of committees, in order to prevent misunderstandings and confusion, are expected to observe a level of professionalism that would include the following types of confidentiality: (a) not repeating any sensitive remarks made during meetings to anyone who is not on the committee, in order to maintain the atmosphere of openness and trust that is necessary in committee discussions; (b) not revealing a committee's decisions on any sensitive matter until the committee's work on that matter is finished and officially announced; and (c) communicating through the official channels described in the committee's charge or instructions.

11. Any forms, guidelines, or other documents issued by a committee must conform to the directions in these Statutes.
12. Unless the election rules for a committee or board instruct otherwise, the election ballot lists only the names of faculty who have indicated, in writing, that they are willing to run for election.

B. Undergraduate and Graduate Councils

1. **Purpose:** The Teaching Faculty members of these Councils advise the Provost on all matters affecting the curriculum and academic policies of all academic programs of the University
2. **Membership:** the Provost; those Chairs and Graduate program Directors appointed by the Provost, the academic deans and other key academic administrators as appropriate.
3. **Chair:** Provost.
4. **Guests:** Any member of the Councils may recommend that specific community members be invited to clarify a given issue or to provide greater information to the faculty (e.g., Athletic Director, Library Director, etc.)
5. **Reports to: Does not apply.** (Summaries of the Councils' meetings are made available to administrators and faculty.)

C. Joint Administration-Faculty Commission on the *Faculty Manual*

1. Rationale

The *Faculty Manual* is a resource provided by the administration for the faculty. It is published by the University. A member of the administration appointed by the President is responsible for maintaining the editorial integrity of the *Manual* and updating information (see also Chapter XII).

The "Statutes of the Faculty" deal with the way faculty participate in the governance of the University and with matters which represent the interests and obligations of the administration and the faculty. Therefore, it is fitting to have a joint commission on the *Manual*.

2. Purpose and organization

- a. **Purpose:** The Joint Administration-Faculty Commission on the *Faculty Manual* receives, reviews, and proposes changes in these "Statutes" and other sections of the *Faculty Manual* that have a direct bearing on these "Statutes."
- b. **Membership:** The following are members of the commission: Provost, two Administrators appointed by the President, two members appointed by and from the Executive Committee of the Faculty Assembly and two additional members appointed from the Teaching Faculty by the Provost.

- c. **Procedures:** A member of the administration delegated by the President convenes the first meeting of the newly appointed commission and is a co-Chair. The Teaching Faculty on the commission elects the other co-Chair. The commission follows the procedures described in Chapter XII. If no quorum is present, the commission may continue its work but not make the final decision on recommending or not recommending a proposal.
- d. **Limitations:** The Faculty Manual Commission's primary area of competence is these "Statutes of the Faculty" and other sections of this *Manual* which have a direct bearing on these "Statutes." The commission is not authorized to review proposed changes in matters that are about general administrative functions or educational policy, even if they are mentioned somewhere in the *Faculty Manual*. Examples of such matters would include curriculum development, the operations of administrative offices, and policies that apply to all employees of the University. The commission, however, may make recommendations on how to improve the procedures on the way faculty provide input on these matters. The standing Commission is not charged with undertaking extensive revisions of the *Faculty Manual*. Rather, it reviews proposed changes brought forth by other groups and individuals.
If faculty wish to propose changes in matters not directly related to these "Statutes" (e.g., salary and benefits, employment conditions, and curriculum), they present their proposals at a meeting of the Faculty Assembly, vote on them, and, if the proposal is passed, directly petition the administration to make a requested change. They do not present their proposals to the Faculty Manual Commission.
- e. **Reports to:** The President.

D. Nominations and Elections Committee

1. Purpose:

- a. To carry out the nominations and elections process for the Speaker of the Faculty Assembly and the following committees:

Curriculum Committee
Evaluation Process Committee
Executive Committee of the Faculty Assembly
Faculty Grievance Committee
Faculty Promotion and Tenure Committee
Faculty Salaries and Benefits Committee
Sabbaticals Committee
Scholarship Sharing Committee
- b. To make sure that the membership list of the above committees is available and up-to-date.
- c. To carry out this election process, according to the Procedures approved by the Faculty Assembly.

2. **Membership, Chair, and terms:** the committee consists of six members of the Faculty Assembly (full-time Teaching Faculty) elected by the Faculty Assembly. A member's term is three years. The committee elects the Chair of the committee for a term of one year. Two new members are elected each year.
3. **Scope:** The Elections Committee concerns itself with the nominations and elections named above (1.a.). It may conduct other elections, if it is asked and if it consents.
4. **Reports to:** The Faculty Assembly through the Executive Committee of the Faculty Assembly.
5. **Procedures:** Any procedures of the Elections Committee should be (a) in writing, (b) approved by both the Faculty Assembly and the University President, (c) available to the faculty and administration, and (d) consistent with provisions of these "Statutes of the Faculty" and the rest of the *Faculty Manual*.

E. Elected Committees

1. Curriculum Committee

The Curriculum Committee advises the Provost on all matters concerning curriculum, per Protocols developed in concert with, and with the approval of the Faculty Assembly.

a. Membership, Terms and Eligibility

- i. The Curriculum Committee consists of three representatives from the Arts and Sciences, three representatives from Professional Programs, three at-large representatives from the Teaching Faculty, and one ex-officio member representing Academic Affairs, appointed by the Provost.
- ii. Terms are for three years, and are staggered.

2. Evaluation Process Committee

The purpose of this committee is to evaluate academic administrators.

a. Membership and Terms

- i. The Evaluation Process Committee consists of six members of the Teaching Faculty.
- ii. Terms are for two years, and are staggered.

3. Executive Committee of the Faculty Assembly.

See Part 2 of the *Faculty Manual* on the Faculty Assembly.

4. Faculty Grievance Committee (or “Standing Faculty Grievance Committee”).

Two elected faculty members serve on any ad hoc Review Committee. However, by their very nature such ad hoc committees are not themselves elected committees. Since an ad hoc Review Committee exists only in the context of a specific grievance, a full description of the purpose, areas of competence, and membership of an ad hoc Review Committee is given in Chapter IX, C.5.

5. Faculty Salary and Benefits Committee

a. Purpose

- i.** To represent the faculty and advocate on issues of salary and benefits to the University Administration. Salary and benefit concerns include: remaining competitive with peer institutions, combating salary compression, advocating for desired insurance policies and retirement options, representing adjunct faculty, and securing professional development opportunities.
- ii.** To consider general workplace issues that involve faculty workload, the work environment, and overall expectations regarding faculty time and responsibilities.

b. Membership, Eligibility, Terms, and Procedure

- i.** The Faculty Salaries and Benefits Committee consists of five elected members from the Teaching Faculty. At least one of these members should be at the rank of Assistant Professor and one at the rank of Associate or Full Professor.
- ii.** Terms of the elected members are for three years, and are staggered.
- iii.** The chair of the committee will be selected by the elected members and should be a Faculty member with tenure.
- iv.** The Faculty Salaries and Benefits Committee may consult with other members of the Faculty whose expertise aligns with the committee’s needs. As such, this is a hybrid committee whose meetings are open to all members of the faculty.

6. Promotion and Tenure Committee

The Promotion and Tenure Committee makes recommendations on faculty requests for promotion to Associate Professor and Professor and for tenure (see Chapter VI), and also provides valuable assistance to probationary faculty through its participation in the Pre-Tenure Review process (Chapter V). Through these peer review processes, the Committee plays a critical role in maintaining the academic integrity of the University.

a. Membership and eligibility

- i.** The Promotion and Tenure Committee is a committee of seven. Five members are elected by the faculty through the regular nominations and elections process. Two members are appointed by the Executive Committee of the Faculty Assembly. In appointing these members, the Executive Committee should seek to provide balance to the committee according to academic discipline and faculty rank. During the first year under this new appointment system, Executive Committee will appoint one faculty member to a 1-year term and one faculty member to a 2-year term to create a staggered system.
- ii.** Only actively-serving members of the Teaching Faculty (i.e., not on sabbatical or leave of absence) who are tenured Associate Professors or tenured Professors may serve on the Promotion and Tenure Committee.
- iii.** Associate Professors may not run for election to the Promotion and Tenure Committee and may not be alternates or substitutes during the academic year when they are applying for promotion. If they are already on the Promotion and Tenure Committee when they apply for promotion, they are automatically removed from the committee and replaced by a substitute. (See c. below for information on substitutes.)
- iv.** No two faculty members assigned to the same department or discipline may serve simultaneously on this committee. If more than one member of the same department receives enough votes to be elected, only the one with the highest number of votes is elected. (See also b.vi below concerning a tie.)
- v.** A member of the Committee is disqualified from reviewing Petitions from a member of their department. This disqualified member may not (1) be present for deliberations concerning a Petition originating from his/her department or (2) vote on that Petition. This member of the Committee must be replaced by an alternate.
- vi.** In the unlikely event that a member of the Promotion and Tenure Committee served on the Committee when it reviewed a Petitioner's Pre-Tenure Review materials or an earlier tenure or promotion application by the Petitioner, this member must be replaced by an alternate.
- vii.** The integrity of the role suggests that any committee member unable to render an impartial judgment for any reason should voluntarily remove themselves from that judgment process and associated discussion and ask to be replaced by an alternate. If a committee member is currently or has ever been in a romantic relationship with the Petitioner, they must remove themselves from the process and be replaced by an alternate. If a committee member has served as the official Faculty Mentor of the Petitioner, they must remove themselves from the process and be replaced by an alternate.
- viii.** Writing a letter for a Petition would disqualify someone from serving, for that Petition only, on the Promotion and Tenure Committee or the Review Committee of the Standing Faculty Grievance Committee.

- ix. If a committee member who should have recused themselves does not and participates in the committee's deliberations on an application, the committee's decision will be invalid. It will be the responsibility of the Executive Committee to appoint a new committee to evaluate that application.
- x. If a Petitioner believes that a committee member should recuse themselves for a valid reason (according to the criteria above), the Petitioner must meet with the Provost to discuss their concerns. The Provost will then discuss the Petitioner's concerns with the specific committee member. If the member refuses to recuse, the Provost will convene a meeting of the other members of the Promotion and Tenure Committee to discuss the matter. If four committee members and Provost agree that the member in question should be recused, that member is removed from the committee for that specific application.
- xi. If a member of the committee believes that another member has behaved inappropriately or should have recused themselves from the committee, the concerned member must meet with the Provost to discuss their concerns. The Provost will then discuss the concerned member's issue with the committee member who is the subject of the concern. If that member refuses to recuse, the Provost will convene a meeting of the other members of the Promotion and Tenure Committee to discuss the matter. If four committee members and Provost agree that the member in question should be recused, that member is removed from the committee for that specific application.

b. Election and terms

- i. As part of their service to the University ("Statutes of the Faculty," II.A and C), tenured Professors and Associate Professors on the Teaching Faculty are expected to run for election to the Promotion and Tenure Committee when eligible and also to make themselves available as alternates and substitutes, whenever possible.
- ii. The following vote for members of the Promotion and Tenure Committee: Teaching Faculty who are employed by the University at the time of the election (Statutes, Chapter I.A.1).
- iii. The term of membership is two years. A term begins on the seventh day after Commencement in the spring and ends at the end of the sixth day after Commencement in the spring two years later. Terms may not be consecutive. A member who has served a two-year term must wait at least two years before running for another election to this Committee. A Committee member who has completed a term, however, may serve as an alternate following the completion of a term.
- iv. The five elected members of the Committee are elected in a two-year alternating cycle: two members the first year; three members the next. Elections are held early enough in the spring semester so that results will be available before Commencement.
- v. A majority is not needed for election to the Committee. Those with the highest number of votes are elected.
- vi. If an election to a vacancy results in a tie, a runoff election is conducted.

vii. When the Elections Committee tabulates the results of an election, those who were not elected are potential substitutes (see c below). The substitutes for the Committee are taken from this pool. Those who have received votes automatically become potential substitutes and are chosen according to the number of votes they have received. (The eligible individual with the highest number of votes is the first potential substitute. The one with the second highest number of votes is the next potential substitute, and so forth. Ties for substitutes are resolved by a lottery conducted by the Elections Committee.)

c. Alternates and substitutes

An alternate replaces a member of a Committee who, for whatever reason, does not deliberate on a particular Petition. The alternate's term lasts only as long as the deliberations on that Petition. The Committee is responsible for the appointment of the necessary alternates. The Chair of the Committee handles the inquiries. The Chair seeks an alternate from former members of the Committee who have served in the previous four years. If one of these former members is not available, the Committee accepts the first available substitute (as defined in b.vii above and in the next paragraph). Every effort should be made to conserve the disciplinary balance of the committee when substitutes are named. *The committee must notify the Petitioner in writing that an alternate will be used and must provide the name of the alternate.*

A substitute replaces a member of the committee who is not available or eligible because of illness or some other reason when the committee must deliberate. The method for appointing substitutes is described in b.vii above. The substitute replaces a member until the end of the sixth day following Commencement in the spring. If the member who was replaced cannot resume the second year of his/her term, the Elections Committee names a new substitute according to the results of the most recent election.

In the event that the Committee member who was replaced by a substitute becomes available again, s/he must wait until the seventh day after Commencement in the spring to complete the second year of the two-year term. This member, however, may be an alternate.

The duties of the Promotion and Tenure Committee are described in Chapters V and VI.

d. Mandatory training for committee members

The University must provide a training session for members of the Promotion and Tenure Committee. This training should cover the following: the rules governing recusals from the committee; the rules governing confidentiality in the tenure and promotion process; the need to judge promotion and tenure petitions fairly on their merits rather than according to any personal feelings or grievances the committee member may have; and the preparation of the rationale.

7. Nominations and Elections Committee

See D, above, for a full description of the purpose, membership and terms of the committee.

8. Sabbaticals Committee.

The work of the Sabbaticals Committee is described in Chapter VII, Section B. The Sabbaticals Committee does not replace members with substitutes or alternates, as long as it has a quorum for deliberations and voting.

a. Purpose. The committee reviews requests for a sabbatical and makes a recommendation on the granting of a sabbatical. The committee reports to the Provost. The committee may authorize the Chair to bring concerns and suggestions to the attention of the Teaching Faculty, whenever it believes this is appropriate.

b. Eligibility and Membership. Seven elected members of the Teaching Faculty with three or more years of continuous service on the Teaching Faculty. No two faculty members from the same department may serve on the committee at the same time. A member of the committee may not participate in the deliberations concerning an application from his/her department; this member is replaced by an alternate. A member of the committee is automatically removed from the committee for the academic year when s/he applies for a sabbatical and is replaced by a substitute.

c. Terms. Terms are two years, staggered on a three/four cycle, with three members elected one year, four the next, etc.

d. Procedures. The committee may devise its own procedures, as long as they are consistent with these “Statutes,” especially Chapter VII.

9. Scholarship Sharing Committee:

a. Purpose. The scholarship sharing committee facilitates the promotion of knowledge about faculty scholarship among colleagues of Salve Regina University and encourages the collegial exploration for interdepartmental collaboration within scholarship and academia.

b. Membership, Terms, and Eligibility:

- i. The Scholarship sharing committee consists of three representatives from the Faculty and 1 member from the Library staff.
- ii. Terms are for 2 years and are staggered.
- iii. The library representative is appointed by the Director of the library.

F. Committee Roster

Each fall the Office of Academic Affairs publishes an updated roster of all University Committees, including both elected committees of the faculty and appointed committees.

Chapter XI: Faculty Representative to the Board of Trustees

Faculty Representative to the Board of Trustees

Except in extraordinary circumstances, all communications from the Faculty Assembly to the Board of Trustees are made through the President of the University, and responses from the Board of Trustees to the faculty are made through the President of the University.

1. The Faculty Representative to the Board of Trustees is the Speaker of the Faculty Assembly.
2. The Faculty Representative to the Board of Trustees is a “resource person” whom the Board of Trustees may consult on matters concerning the faculty.
3. The representative attends meetings of the Board and may speak at these meetings. S/he has no vote.

Chapter XII: Changes to and Interpretations of the *Faculty Manual*

A. General Information

As this Faculty Manual includes three distinct sections, The Statutes of the Faculty, The Constitution of The Faculty Assembly, and the Faculty Handbook, there must be three distinct procedures for instituting changes in these respective sections.

B. Changes to the Statutes of the Faculty

1. Any member of the administration, Teaching Faculty, part-time faculty, faculty committees, Student Government, as well as the Faculty Manual Commission may initiate a request to make a change.
2. A proposal to make specific changes is submitted to the Faculty Manual Commission (FMC) via the FMC email with the exact language to be deleted or inserted into the Statutes.
3. Any proposal to change the wording or add new wording to the Statutes must include the original text, the proposed text, and a rationale for the change.
4. Any proposal to add a new item to the Statutes must indicate clearly where in the Statutes the new item is to be inserted as well as a rationale for the proposed addition.
5. The FMC reviews the proposal within 30 days and votes to either sponsor the proposal as is, reject the proposal, or send the proposal back to its original sponsor for clarification or revision.
 - a. If the proposal is sent back to the original sponsor, that sponsor may resubmit a revised proposal but must address the concerns voiced by the FMC in their revised proposal.
 - b. If the proposal is rejected, the FMC must provide the sponsor with its reasons for rejecting the proposal.
 - c. If the FMC agrees to sponsor the proposal, it will make a motion for the proposal's acceptance in its report before the Faculty Assembly.
6. FMC motions proposing amendments to the Statutes will be submitted to the Executive Committee of the Faculty Assembly, who will then promulgate the motion to the faculty at least 30 days before it goes up for a vote in the Faculty Assembly. Each accepted proposal must be put to a vote within 60 days of its acceptance by the FMC.
7. The FMC notifies FA of all proposals reviewed regardless of the outcome of the review.
8. A two-thirds majority of the Faculty Assembly must ratify all amendments to the Statutes.
9. The Faculty Assembly must send all ratified amendments to the President for final approval.
10. The amendment becomes effective immediately after the President's approval.

C. Changes to the Bylaws of the Faculty Assembly

1. Any member of the Faculty Assembly (FA), standing or ad hoc committee of FA, or the FMC may propose a change in the Bylaws.
2. In accordance with Part II, A, 6 of the Faculty Manual, the FA shall follow the instructions for handling amendments of bylaws found in section 57 of the latest edition of *Robert's Rules of Order*. A motion to amend the bylaws is a special case of the motion to *Amend Something Previously Adopted* (Section 35).

3. Motions to amend the Bylaws must be submitted to the Executive Committee. The Executive Committee will present or post the proposed amendment at least 30 days before the meeting in which the vote will take place.
4. A two-thirds majority of the Faculty Assembly must ratify all amendments to the Statutes.
5. The Faculty Assembly must send all ratified amendments to the President for final approval.
6. The amendment becomes effective immediately after the President's approval.

D. Changes to the Faculty Handbook

1. The administration of the University prepares, writes and authorizes this section of the Faculty Manual. As such, the administration has unilateral authority to amend any portion of the Handbook. However, in the spirit of shared faculty governance and mutual trust between the administration and faculty, the following procedure should be followed:
 - a. 30 days before the administration authorizes the amendment, it consults with FA through the Executive Committee.
 - b. In its notification, the administration includes the amendment under consideration as well as a rationale for the amendment.
 - c. The executive committee will take the following actions:
 1. If a regular meeting of the FA will convene within the 30-day limit, the executive committee presents the amendment to the FA. If this is not possible, the Speaker of the Faculty Assembly will convene a special session of FA to consider this amendment.
 2. The FA will vote to either endorse the amendment or reject it. If FA rejects the amendment, the Speaker of the Faculty Assembly will submit a summary of the objections or concerns of the faculty to the administration.
 3. If the administration is considering an amendment during a time when the faculty is not under contract, the Speaker notifies the faculty of the proposed amendment via email. Any faculty member who wishes to voice objections or concerns responds to this email. The Speaker then submits a summary of these objections and concerns to the administration.
 - d. The FA submits its advice on this amendment to the administration, who takes the advice under consideration when making a final decision.
 - e. The Provost is responsible for communicating all changes to the Handbook to the faculty through the Speaker of the Faculty Assembly.
2. If the FA wishes to recommend changes to this section, it sends its recommendations to the Provost.

E. Publication and Dissemination of Changes to the Faculty Manual

1. The FMC is responsible for publishing, maintaining, and incorporating all approved changes. This FMC corrects all obvious errors.
2. The FMC will publish a PDF version of the Faculty Manual, which will be located on the Faculty Assembly site on Canvas. All approved revisions and editorial changes are disseminated to all faculty via email notification and updates to the PDF edition of the Faculty Manual.
3. The FMC publishes all changes within 30 days of its approval.

4. Anyone who finds an obvious error in the Faculty Manual shall submit a request to correct it directly to the FMC.
5. If someone finds an outright inconsistency or ambiguity in the text of the Manual, this person reports the inconsistency or ambiguity to the FMC, who then decides how to handle the correction or interpretation of the text.
 - a. If the problematic text is found in the first two sections of the Manual, the FMC submits its proposed solution to the FA as a motion to amend, and follows the process given in either B or C.
 - b. If the problematic text is found in the last section of the Manual, the FMC submits its proposed solution to the President, who follows the process given in D.
 - c. The FMC has 30 days from the time the problematic text has been brought to its attention to submit its recommendation.

PART 2 – FACULTY ASSEMBLY

The Faculty Assembly and the Executive Committee of the Faculty Assembly

A. The Faculty Assembly

PREFACE: THE ROLE OF THE TEACHING FACULTY

The following paragraph is from the Joint Statement on Government of Colleges and Universities, formulated by the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges (1966; revised, 1990). In general terms it summarizes the role of the faculty:

When an educational goal has been established, it becomes the responsibility primarily of the faculty to determine appropriate curriculum and procedures of student instruction... The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process... The faculty sets the requirements for the degrees offered, determines when the requirements have been met, and authorizes the President and the Board [i.e., Board of Trustees] to grant the degrees thus achieved.

It is the intention of the Teaching Faculty that this Assembly will be guided by and act in a manner which is consistent with the above Joint Statement on Government of Colleges and Universities.

1. Scope and Function of the Faculty Assembly

The Teaching Faculty (as defined in A.3 below), in addition to their particular classroom and department responsibilities, together share a general responsibility for the integrity of the University's entire educational endeavor. Broad issues that go across departments (e.g., the Core Curriculum, General Education Requirements, major restructuring, and governance matters) all benefit from the input of the Teaching Faculty.

The Teaching Faculty are primarily responsible for the University's essential activity, education, and they exercise their corporate responsibility through the Faculty Assembly. This body should keep in mind that its principal role is one of service and positive contribution to the Mission, educational goals, and academic quality of the University. The Faculty Assembly makes recommendations in an advisory capacity. The nature of the issue determines whether the recommendation is forwarded to the Board of Trustees, the President, a member of the administration, or all of the Instructional Staff. Responses to or communications with the Faculty Assembly are made through the Executive Committee of the Faculty Assembly and/or the Speaker of the Faculty Assembly.

Except in extraordinary circumstances, all communications from the Faculty Assembly to the Board of Trustees are made through the President of the University, and responses from the Board of Trustees to the Faculty Assembly are made through the President of the University. With all of the above in mind, the scope and function of the Faculty Assembly is as follows:

- a. It makes recommendations on matters of concern to the Teaching Faculty.
- b. It is the vehicle through which the Teaching Faculty express their corporate voice on all matters related to the welfare of the University.
- c. It has the authority to set up committees that report to it.
- d. It has the right to advise the appropriate administrative officer on all matters concerning curriculum, and the right to be informed by that same officer concerning significant developments in curricular matters.
- e. It has the right to be informed by the administration about significant financial developments before they become public knowledge.
- f. It advises the President of the University on matters relating to teaching conditions and faculty salary and benefits, as well as standards and processes for faculty appointments, rank, promotion, and tenure.

2. Power, authority and limitations of the Faculty Assembly.

a. Power and Authority

The Assembly's vote on an issue is a recommendation of the Teaching Faculty. For this recommendation to have any credibility, the work of the Assembly must be viewed by the University community as useful, constructive, thorough, and fair, based on research and broad vision, and strongly supported by the Teaching Faculty. In addition, the committees of the Assembly must have the reputation for being efficient and useful. The *de jure* power and authority of the Faculty Assembly are specified in section A.1. above, but the *de facto* power and authority will always be in the credibility of the Assembly's advice. If the Assembly maintains a reputation for the thoroughness of its debate and for work of high quality, then its advice will have considerable weight. In other words, the power and authority of the Assembly are in direct proportion to the credibility and professional quality of its actions.

b. Limitations

1. As part of the *Faculty Manual*, the power and authority of the Faculty Assembly and its Executive Committee are subject to the Limitations specified in the Foreword hereto with respect to the *Faculty Manual* and to any future amendment, restatements or replacements to the Foreword made by the President and/or the Board of Trustees.
2. Nothing in this Chapter should be seen as limiting the University Administration's authority; for example, to call and preside over meetings of the faculty; to authorize new courses, departments, experimental courses, and pilot programs; to discontinue courses or programs, and so forth. The University Administration is to keep the Faculty Assembly informed of substantial changes in University policy and the direction of the University, before these changes are made public, and, as appropriate, to seek input from the faculty.

3. Membership

- a.** Full-time Teaching Faculty who are appointed to the ranks (Instructor, Assistant Professor, Associate Professor, and Professor), or hold a Special Faculty Appointment (e.g., Lecturer, Senior Lecturer, etc.) are regular members of the Faculty Assembly.
- b.** The term “Teaching Faculty” is defined as those full-time faculty whose primary, contractual duties include instruction. Responsibilities that Teaching Faculty may assume without relinquishing Teaching Faculty status are: Chair of a department, director or coordinator of an academic program, Class Dean, Artistic Director, mentor or reader of a dissertation, or similar academic instruction-related duties (see I.A.1 of these “Statutes”). Teaching loads vary widely according to the administrative duties assumed by such faculty, and the key distinction is that members of the Teaching Faculty receive a faculty contract or contractual letter, not a full-time administrative appointment with a faculty title. The former participate fully in the Faculty Assembly, including voting and attending executive sessions, regardless of their teaching loads; the latter do not.

4. Delegates, other Instructional Staff not in the Assembly, Guests, and Executive Session

- a.** The following have a right to attend meetings of the Faculty Assembly: the President of the University, the Provost, and all full-time deans designated by the President of the University as deans for academic matters. They do not vote and do not attend executive sessions of the Assembly.
- b.** Professional Librarians are welcome, without invitation. They do not vote.
- c.** Part-time members of the Instructional Staff are welcome, without invitation. Such part-time or adjunct faculty do not vote.
- d.** The Executive Committee or the Speaker of the Faculty Assembly may invite some or all of the following as delegates to attend specific meetings: (1) four undergraduate student delegates, chosen in a manner determined by Student Government; (2) one graduate student delegate, chosen in a manner determined by the Graduate Council.
- e.** The Executive Committee or the Speaker of the Assembly may invite guests.
- f.** Delegates, part-time members of the Instructional Staff, and guests may speak and participate in all debates, when recognized by the Chair, but they may not participate in parliamentary procedure (e.g., by offering motions or amendments) or vote on motions.
- g.** Executive Session means that only regular members are present in the room. With the Assembly’s approval, however, someone who is not a member may attend. The Chair may call for a meeting in Executive Session. The regular members of the Assembly may vote to recess a meeting and then continue it in Executive Session.

5. Chair/Speaker of the Faculty Assembly

- a.** The Chair of the Faculty Assembly is the Chair of the Executive Committee of the Faculty Assembly (see B. below) and is also known as the Speaker of the Faculty Assembly. This Chair may appoint someone from the Teaching Faculty to act as chair for all or part of a meeting of the Faculty Assembly. The Executive Committee provides an alternate to chair a meeting if the Chair is not available.
- b.** The Chair is to be impartial and must relinquish the chair temporarily when speaking for or against an issue during a debate. The Chair may also direct debate by asking for clarifications, interrupting digressions, summarizing the debate, and so forth.
- c.** The Chair may vote when there is a written ballot and may also cast a vote if a show-of hands results in a tie. Otherwise, the chair does not vote.

6. Meetings

The Faculty Assembly meets at least once a semester. Meetings will be organized according to *Roberts' Rules of Order*, as adapted for smaller assemblies by a recognized authority (e.g., O. Garfield Jones, *Parliamentary Procedure at a Glance*). A parliamentarian will be appointed annually by the Chair.

The Faculty Assembly has the authority to devise its own procedures for meetings, as long as these procedures (a) do not conflict with anything in the *Faculty Manual*, (b) are readily available to anyone who wishes to have a copy, (c) are approved and amended by the Assembly as a routine matter (see 8.d. below).

7. Quorum and Attendance

A quorum for conducting business is forty percent of the regular members. Because it may not be possible for all of the Teaching Faculty to attend every meeting, departments are expected to make arrangements for at least one member of the department to attend meetings.

8. Voting and Motions Presented for a Vote

- a.** Normally, non-procedural motions presented for a vote must first be presented in writing to the Executive Committee of the Faculty Assembly, which may or may not place the motion on the agenda. The Chair may refuse to accept from the floor any non-procedural motion that has not been placed on the agenda by the Executive Committee.
- b.** Delegates may submit a motion to the Executive Committee for consideration if a member of the Faculty Assembly agrees to act as its sponsor.
- c.** A motion that is long, complicated, or especially significant should, whenever possible, be submitted to the Chair before the meeting. The Chair may refuse to accept any amendment from the floor if it is not submitted in writing.

- d. The manner of voting will depend on whether the vote is on a routine matter or a matter requiring a mail ballot.

1. **Routine matter:** Normally, a non-procedural motion presented to the Assembly is routine if it concerns the ordinary business of the Assembly and/or it is placed on the agenda by the Executive Committee. A motion on any issue, even a substantive one, may be treated as a routine matter if (a) the members of the Assembly receive a copy of it at least five working days before the meeting, and (b) this copy includes a “History” which explains the origin and intention of the motion.

When a routine matter is presented to the Faculty Assembly for a vote, it must have a majority of the actual votes for passage. Abstentions and invalid ballots are not counted as actual votes when determining a majority. The Chair decides whether voting is by voice vote, show of hands, or ballot. The Assembly may overrule the Chair’s decision on how to vote by a parliamentary procedure called “Appeal from the decision of the Chair.” When a vote on the motion is taken, a majority of the actual votes (i.e., the valid pro and con votes) is binding.

2. **Matter requiring a “mail” ballot:** The Executive Committee may decide or the Chair may rule that certain substantive matters are best resolved by a ballot which is “mailed” to all the members of the Assembly. This may be accomplished by whatever means the Executive Committee or the Chair deems appropriate (e.g., web or portal posting, email, or traditional paper). The motion, however, is not sent to the Assembly members for a vote if it is prevented from coming to a vote at the Assembly meeting by a parliamentary procedure.

As with any ballot sent to the Faculty Assembly, the ballot should outline a history of the motion and the debate on it and specify a reasonable deadline for being returned. The motion passes if it is supported by more than half of the votes returned. Invalid ballots and abstentions are not counted as votes when determining a majority.

9. Minutes

Minutes of meetings are to be recorded, circulated among the faculty, and forwarded to the President, Provost and Academic Deans. They are the official record of the Assembly’s discussions, decisions, and recommendations.

B. The Executive Committee of the Faculty Assembly

1. Scope and function

- a. It is to represent the interests of the Faculty Assembly when the Assembly is not in session; it reports to and answers to the Assembly.
- b. It is to act as the steering committee of the Faculty Assembly and prepare the agenda for its meetings.

2. Eligibility

Full-time Teaching Faculty (as defined in A.3. above) are eligible to serve on the Executive Committee.

3. Membership and election procedures

- a.** Nine members are elected by the Teaching Faculty from nominees and self-nominees. Terms are staggered; three members of are elected every spring.
- b.** The Elections Committee conducts the election process and certifies the outcome.

4. Length of terms

- a.** A term begins on the seventh day after Commencement in the spring and ends on the sixth day after Commencement in the spring three years later.
- b.** A member is limited to two full, consecutive terms at a time. After completing the second full consecutive term, the member must wait at least one year before running again (in a special election or regular election). A member may be elected to complete a term that was not finished and then immediately serve two full terms.

5. Vacancies

A member of the committee is automatically removed from the committee and that member's place on the committee becomes vacant under one of the following conditions:

- a.** when s/he accepts an administrative position and is no longer a member of the Teaching Faculty,
- b.** when s/he goes on leave of absence or sabbatical, resigns from the committee, or is no longer working for the University,
- c.** if s/he is absent from four consecutive meetings and provides no reasonable explanation for the absence or date for returning, or
- d.** if a majority of the committee votes to remove the member, with cause.

The Executive Committee asks the Elections Committee to begin the election process to fill a vacancy. The Executive Committee does not have to ask for a special election if it decides that such an election would be too close to the regular election.

6. Officers

The officers of the Executive Committee are the Chair, Vice Chair, Treasurer, and Secretary. They serve for a term of one year (beginning on the seventh day after Commencement in the spring and ending on the sixth day after Commencement in the following spring). Only members of the Executive Committee are eligible for nomination and election as officers.

The Chair of the Executive Committee is also the Chair of the Faculty Assembly and is known as the Speaker of the Faculty Assembly. The Chair will also serve as the faculty representative to the Board of Trustees.

- a.** As soon as possible after the results of elections to the Executive Committee are announced, the Chair of the outgoing Committee will schedule, convene and preside over a Faculty Assembly at which the process of nominating and electing the Chair of the incoming Executive Committee by secret ballot will be carried out.
- b.** Nominations for the Chair/Speaker of the Faculty Assembly will come from and be voted upon by the Assembly. Members of the Elections Committee will conduct the election process and certify the outcome. The election ballot indicates the names of members of the Executive Committee who are willing to serve. The nomination and election process is based on what is described in B. 3. above.
- c.** The Chair will schedule and preside over a meeting at which the incoming Executive Committee nominates and elects (by secret ballot in both cases) the Vice Chair, Treasurer and Secretary. The Committee may vote to replace these officers any time during the term.
- d.** If the Assembly votes to replace the Chair, or if the Chair resigns before his/her term is finished, a new Chair/Speaker will be elected according to the procedures described above.

C. Amendments

Amendments to this chapter of the *Faculty Manual* must be ratified by a two-thirds vote of the Faculty Assembly. Prior to a vote by the Faculty Assembly, a proposed amendment must be presented and posted for at least thirty (30) days at a time when the University is in session. Amendments will become effective thirty (30) days after Board of Trustees' approval.

PART 3 - GENERAL INSTITUTIONAL MATTERS

Introduction

As noted in Part 1, Chapter XII, all material in this *Manual*, except for the “Statutes of the Faculty,” is prepared and written by the administration of the University. The following information, most of which applies to all Salve Regina University employees and is adapted from the [*Staff Handbook*](#) (hence the reference to “Faculty/Staff” on occasion), is regularly reviewed and updated by the administration, to be consistent with state and federal employment law and with best practices in higher education. The Provost is responsible for communicating all substantive changes to Part 3 of the *Manual* to the Faculty, through the Speaker of the Faculty Assembly.

As also noted in Chapter XII, if the Faculty Assembly or the Executive Committee of the Faculty Assembly wishes to recommend changes in sections of the *Faculty Manual* that are prepared by the administration, it sends its recommendation directly to the President. Before such a recommendation is presented for a vote, the sponsors of the changes should consult informally with the administration.

Community Standards

Identification with the University

Salve Regina employees have a responsibility to the University when they express personal opinions in public, or through the media, and are asked to be sensitive to the importance of their words and actions. Faculty/staff who are identified with the University may be erroneously perceived as official spokespeople. They are asked to clarify that their affiliations are only for identification and that their personal opinions do not necessarily coincide with the views of the University, its faculty, staff or students.

Conduct

Faculty/staff are reminded that attitude and conduct are significant parts of employment and that it is everyone’s job to be courteous to co-workers, students, parents, alumni and campus visitors. Faculty/staff are expected to maintain standards that promote orderly, effective and efficient University functioning. Inappropriate behavior includes violations of rules and regulations, unsatisfactory work performance and off-duty behavior that adversely affect the employment relationship.

Employee conduct bears directly on public opinion of the University. Therefore, it is imperative that faculty/staff respect the rights of others and conduct themselves professionally.

Harassment

The University strives to provide an environment that is free of harassment and other unreasonable interference. Although Salve Regina promotes freedom of expression, this freedom implies a responsibility to observe the rights of others. Conduct that diminishes,

exploits or abuses another's position or personal worth is not acceptable, and harassment in any form is not tolerated.

Grievances

Employees with personal conflicts and dissatisfactions that they are unable to solve through informal discussion and professional good sense may refer to the general [Employee Complaint and Grievance Resolution Policy](#). For the grievance process specific to faculty, see the Faculty Grievance Procedures, Chapter IX, above, and for student grievances on academic matters, see [Appendix G](#).

Discipline

Faculty/staff who are discourteous, disruptive or who reflect unfavorably on co-workers or the University are subject to discipline. Supervisors may initiate corrective action through verbal warning, written reprimand, disciplinary time off or dismissal. The form of discipline depends upon the employee's misconduct and disciplinary record. Time-off or dismissal may result from one act of serious misconduct or from repeated but less serious acts. Dismissal need not be preceded by other disciplinary action. The University reserves the right to dismiss employees whose performances are unacceptable.

Employees found to be engaged in activities, such as but not limited to, theft of University property, insubordination, conflict of interest, moral turpitude or other acts that show willful disregard of University interests or policies, are disciplined up to and including dismissal.

Possession and/or use, conviction for possession and/or use or delivery, of illegal substances or conviction for felonies, may be grounds for dismissal. Alcohol use during the workday, or arrival at work under its influence, may result in immediate termination (See section entitled Alcohol and Drugs, below).

When an employee is faced with possible dismissal, it is expected that conversations between the employee and supervisor will take place regarding the situation. Dismissal for misconduct is documented in employee files and neither salary continuance nor severance pay is allowed.

University Policies

Employment Policies

Notice of Non-Discrimination

Salve Regina University strives to provide equal opportunity in employment and education to all employees, students, and applicants. No employee, student or applicant shall be discriminated against or harassed on the basis of race, color, national and ethnic origin, sex, sexual orientation, gender identity or expression, religion, disability, age, marital or parental status, military or veteran status, genetic information or any other basis protected by applicable federal or state law, in the administration of Salve Regina's employment policies, education policies, admission policies, scholarship and loan programs, athletic and other University-administered programs. In accordance with Title IX, it does not discriminate on the basis of sex in any of its educational programs or activities. Salve Regina is also committed to making its programs and campus accessible to its visitors and compliant with all applicable non-discrimination laws.

Sexual harassment, including sexual violence, is a form of sex discrimination that is illegal under both federal and Rhode Island state law, including Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, and [Section 28-51-2](#) of the General Laws of Rhode Island

Please refer to the [Notice of Non-Discrimination document](#) for more information.

Title IX Coordinator/Anti-Discrimination Coordinator Jonathan Cook, Assistant Dean of Students Gerety Hall, (401) 341-2640 jonathan.cook@salve.edu	Nancy Escher, AVP/Chief Human Resources Officer Stonor Hall, (401) 341-2157 nancy.escher@salve.edu
Deputy Title IX Coordinator Susan Bernath, Assistant Director of Residence Life Miley Hall, (401) 341-2643 susan.bernath@salve.edu	Matthew Corcelli, Interim Director of Public Safety Tobin Hall, (401) 341-2323 matthew.corcelli@salve.edu
Deputy Title IX Coordinator Derek Grinkin, Assistant Athletic Director Rogers Rec. Center, (401) 341-2247 derek.grinkin@salve.edu	Jim Mournighan, Director of Residence Life Miley Hall, (401) 341-2200 jim.mournighan@salve.edu

For further information on notice of non-discrimination, contact:

U.S. Department of Education Office for Civil Rights 5 Post Office Square, 9th floor Boston, MA 02109-3921 Telephone: (617) 289-0111 FAX: (617) 289-0150; TDD: (800) 877-8339 Email: OCR.Boston@ed.gov	U.S. Department of Education Office of Civil Rights 400 Maryland Avenue, SW, Washington, D.C. 20202-1100 Telephone: (800) 421-3481 FAX: (202) 453-6012; TDD: (800) 877-8339 Email: OCR@ed.gov
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Equal Opportunity

Salve Regina University does not unlawfully discriminate on the basis of age, sex, race, religion, color, national or ethnic origin, veteran status, disability, sexual orientation or any other basis protected by applicable federal or state law, in the administration of its employment policies, educational policies or financial aid programs. Salve Regina University neither condones nor tolerates discriminatory conduct and expects all faculty, staff and students to promote an environment that is free of discrimination and supportive of this policy.

Americans with Disabilities Act (ADA)

As indicated in the University's Equal Opportunity statement, the University is committed to complying with all Federal and State laws, including the Americans with Disabilities Act (ADA). The ADA prohibits discrimination against a qualified person with a disability in all employment practices. It also requires that employers provide reasonable accommodations to qualified individuals with disabilities.

Any requests made by a faculty or staff member for a reasonable accommodation must be made to HR. For ease, [HERE](#) is a request form that may be used and submitted to HR. HR will work, on a case-by-case basis, to make reasonable accommodations for a qualified individual with a disability, provided that such accommodation does not impose an undue hardship on the University. An individual with a disability is required to self-identify that fact and provide HR with documentation before a reasonable accommodation can be considered. Contact HR at ext. 2137 with any questions.

Reasonable Accommodation of Pregnancy/Childbirth (updated: 9/2015)

The University does not discriminate against any employee or applicant due to pregnancy, childbirth or related medical conditions. The University will reasonably accommodate an employee's, or applicants, condition related to pregnancy, childbirth, or a related medical condition. The University may provide pregnant employees with longer breaks, light duty, assistance with manual labor, a temporary transfer to a less strenuous or hazardous position, or a modified work schedule as a reasonable accommodation. The University also may grant a leave of absence for a pregnant employee to recover from childbirth. The University may refuse to grant a reasonable accommodation if the accommodation would pose an undue hardship on the University. Any request for a reasonable accommodation must be made to Human Resources (HR). HR will work, on a case-by-case basis, to make reasonable accommodations to eligible employees, provided that such accommodation does not pose an undue hardship on the University. An individual who has a condition related to pregnancy, childbirth or a related medical condition is required to self-identify that fact and provide HR with documentation before a reasonable accommodation can be considered. Should you have any questions regarding this policy, contact HR at extension 2137.

Alcohol and Drugs – Employee Alcohol Use Policy (Policy updated: 12/2016)

In keeping with the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989, alcohol use or possession on University property is not permitted except at officially sanctioned University functions. It is illegal to manufacture, distribute, dispense, possess, or use controlled substances on University property. Employees must notify the University within five days of any criminal drug arrest, arraignment and conviction.

Annually, the University distributes its [Alcohol and Other Drug \(AOD\)](#) policy in compliance with The Drug-Free Schools and Campuses Act of 1989. Part 86, the Drug-Free Schools and Campuses Regulations, requires that, as a condition of receiving funds or any other form of financial assistance under any federal program, an Institution of Higher Education (IHE) must certify that it has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees.

The University is committed to the safety and well-being of community members and a drug-free workplace. Excessive alcohol consumption or use of illicit substances impairs individual functioning, changes behavior and subjects users to serious health risks, including disease, addiction, and death. Confidential information about various drug and alcohol counseling and rehabilitation programs is available through the Office of Counseling Services and the Employee Assistance Program. If an employee violates this policy, the University may take immediate disciplinary action that could include dismissal, require completion of an appropriate rehabilitation program, report the employee to appropriate officials for prosecution under Rhode Island and United States law where penalties may include fines, imprisonment or both.

The University also expects all employees to adhere to its policy and guidelines on Employee Alcohol Use which addresses the following:

- Use of alcohol by faculty and staff in their relationships with students
- Use of alcohol by employees at University-sponsored gatherings and social events at which no students are participants
- Use of alcohol by employees in the company of alumni of the University
- Responsibility of employees in the event of obvious abuse of alcohol by other employees

(TO ACCESS THE FULL POLICY PLEASE REFER TO THE [EMPLOYEE ALCOHOL USE POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Confidentiality and Privacy Laws Policy (Policy updated: 4/2019)

Confidentiality and privacy laws are designed to protect student, employee or other person's identifiable information from being shared with anyone whom does not have a legitimate business reason for accessing such information. Salve Regina University has implemented various safeguards to ensure such information is handled with the utmost discretion. (TO ACCESS THE FULL POLICY PLEASES REFER TO THE [CONFIDENTIALITY AND PRIVACY LAWS POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Conflict of Interest Policy (Policy updated: 6/2024)

Associate Vice Presidents, Deans, Directors and others who have direct access to financial resources of Salve Regina University (the "University") shall avoid placing themselves in positions in which there may be a conflict between their personal interest and their duties to the University. It is not practical to attempt to define every instance that may give rise to a conflict of interest. Faculty and staff should not participate directly or indirectly, in any transaction involving the University which would result in personal benefit at the expense of the interests of the University, nor should any faculty or staff member, or any member of their families accept gifts, services or other favors under circumstances from which it might be inferred that such actions were intended to influence the performance of duties for, or on behalf of, the University (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [CONFLICT OF INTEREST POLICY](#) AND DISCLOSURE STATEMENT LOCATED ON THE SALVE CAMPUS WEBSITE).

Consensual Amorous Relationships Policy (Policy updated: 12/2016)

University strives to provide all faculty, staff and students with an environment that is safe and free from possible conflicts of interests. As such, participation in consensual amorous relations between colleagues is advised against. Consensual amorous relationships between employees and students for whom they have a “direct professional responsibility” for are prohibited unless an exemption to the policy is approved by the President or Provost. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [CONSENSUAL AMOROUS RELATIONSHIPS](#) LOCATED ON THE SALVE CAMPUS WEBSITE.)

Sexual Harassment and Anti-Discrimination Policies (Policies updated: 1/2025)

It is the policy of Salve Regina to prohibit all forms of discrimination and harassment on the basis of an individual’s actual or perceived membership in a protected class. Salve Regina prohibits all forms of discrimination on the basis of sex in the education program and activity that it operates and is required by Title IX of the Education Amendments of 1972 (“Title IX”) and it’s implementing regulations not to discriminate in such a manner. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [TITLE IX SEX DISCRIMINATION AND SEXUAL HARASSMENT POLICY AND GRIEVANCE PROCEDURES](#) AND THE [ANTI-DISCRIMINATION POLICY AND GRIEVANCE PROCEDURES](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Whistleblower Policy (Policy updated: 1/2023)

Salve Regina University expects its employees to perform their duties in accordance with applicable laws and regulations, University policy and procedures, and high ethical standards. The University is committed to compliance with the laws and regulations to which it is subject. Its internal controls and operating procedures are intended to detect and prevent or deter improper activities. However, even the best systems of control cannot provide absolute safeguards against irregularities. This policy is intended to address issues related to the reporting and investigation of suspected violations of law, external regulations or University policy of a financial nature or misuse of University resources and is not intended and may not be used for personal or employment grievances, general compensation or benefits complaints or opinions or questions on policy. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [WHISTLEBLOWER POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

General Policies

Accident and Injury Reporting Policy (Policy effective: 6/2019)

Salve Regina University is committed to providing a safe working and learning environment, and to supporting any individual who may incur a workplace injury. Utilization of the Workplace Accident and Injury reporting process will ensure we are able to provide proper care and medical attention to those in need. This Policy is not intended to supplant, but rather to complement and supplement, existing University policies. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [WORKPLACE ACCIDENT AND INJURY REPORTING POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Animals on Campus Policy and Request Form (Policy updated: 9/2021)

Salve Regina seeks to focus on providing an environment that is aimed at accomplishing the work of the University. Frequent or extended presence of animals in the workplace during work hours generally is inappropriate due to the potential for decreased employee productivity and increased liability to the University. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [ANIMALS ON CAMPUS POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Children and Visitors in the Workplace Policy (Policy effective: 1/2019)

Salve Regina University desires to provide a safe and welcoming environment that is committed to developing student excellence and promoting an educational atmosphere conducive to learning. To achieve these objectives and minimize disruption, frequent or extended presence of children and visitors should be limited. While we understand emergency situations arise and accommodations can be made, it is ultimately the sole responsibility of the employee to make proper arrangements for the care of their children while at work. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [CHILDREN AND VISITORS IN THE WORKPLACE POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Copyright Policy (Policy updated: 11/2020)

Legitimate concerns about liability and uncertainty about copyright rules can adversely affect teaching, learning, and publication and may even result in a decrease in the use of appropriate materials by faculty, including those delivered electronically. It is thus important to clarify copyright rules and reassure faculty about what should and should not be done in some common situations. (TO ACCESS THE FULL POLICY PLEASE REFER TO [COPYRIGHT POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Firearms and Weapons Policy (Policy updated: 8/2023)

All members of the Salve Regina University community, as well as visitors, are strictly prohibited from possessing firearms, explosives or weapons (hereafter referred to as “weapons”) on the premises of the University. Possession, display, transportation, manufacture, use, sale, or distribution of these “weapons” that may endanger the welfare of individuals or the community, on University premises are prohibited other than in strict compliance with the exceptions contained within the policy. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [FIREARMS AND WEAPONS POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Information Technology – Cybersecurity, Computer and Network Use (Policy effective: 8/2022)

The University computer and Internet resources for faculty, staff, students and other authorized individuals to use in support of Salve Regina’s academic research and instructional and administrative objectives. The cybersecurity incident response policy contains the University’s requirements governing faculty, student, staff and other members of the community in their use of the University’s information technology resources as it related to reporting and managing cyber security incidents which may arise. University e-mail and internet resources are for business use only. Personal use during work hours is prohibited. After-hours use with supervisor approval is permitted. Users are responsible for all transactions made with their identification (ID) codes. The Computer and Network Use Policy (Policy) contains the University’s philosophy and requirements governing faculty, students, staff and other members of the community in their use of the University’s information technology resources. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [COMPUTER AND NETWORK USE POLICY, CYBERSECURITY INCIDENT RESPONSE AND INFORMATION TECHNOLOGY POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Information Technology – Gramm-Leach Bliley Act (Policy updated: 5/2024)

In order to protect confidential information and data, and to comply with federal laws, this document summarizes the University’s comprehensive written Information Security Program (the “Program”). The Gramm-Leach Bliley Act of 2000 (the “GLBA”) mandates that financial institutions must take steps to safeguard the security and confidentiality of customer information. Compliance with the GLBA involves compliance with 1) the privacy provisions of the GLBA and 2) provisions regarding the safeguarding of customer information. The GLBA mandates that the University appoint an Information Security Program Coordinator, conduct a risk assessment of likely security and privacy risks, institute a training program for all employees who have access to covered data and information, oversee service providers and contracts, and evaluate and adjust the Program periodically. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [INFORMATION TECHNOLOGY POLICY – GRAMM-LEACH BLILEY ACT](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Intellectual Property: Inventions and Patents Policy (Policy updated: 11/2020)

Salve Regina University, subject to the rights of government and other sponsors as well as any exceptions contained in this policy, owns all intellectual property arising from the work of the University. Any member of the faculty or staff, or any Covered Student of the University who conceives a Covered Invention, which involves more than incidental use of University resources, must promptly disclose the Covered Invention to the Provost and must also disclose the circumstances under which the Covered Invention was conceived. (TO ACCESS THE FULL POLICY PLEASE REFER TO [INTELLECTUAL PROPERTY: INVENTIONS AND PATENTS](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Lactation Accommodation Policy (Policy effective: 10/2023)

In accordance with applicable federal and state laws, Salve will reasonably accommodate nursing employees’ needs to express breast milk for nursing children, by, among other things, providing a private and sanitary space for nursing employees to express breastmilk while at work, on campus. Salve’s designated Privacy/Lactation Accommodation room is located on the second floor of Ochre Court, in room 205A (adjacent to the Payroll Offices). (TO ACCESS THE FULL POLICY PLEASE REFER TO [LACTATION ACCOMMODATION POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Returning to the University After Separation/Retirement

Faculty who leave, resign or retire from the University, cannot return to the University and be re-hired into a part-time position or to a part-time, adjunct position until the following calendar year (of their leave) with at least a six-month (minimum) break in service. For example, if the faculty member retires at the end of the academic year, in May, the earliest a former faculty member may return in a part-time or adjunct status is in January of the following year. The faculty member understands that adjuncts are part-time faculty members that are not eligible for benefits other than RI Sick and Safe leave. For details on how a change to Adjunct or part-time status may affect your retirement plan eligibility and access to retirement funds, please contact the Office of Human Resources.

Salve User Accounts and Email Policy (Policy updated: 12/2024)

The purpose of the Salve User Account and Email Policy is to identify who receives Salve credentials, which may include a user account, email, and/or access to MS Office apps; and when access/credentials are activated and deactivated. (TO ACCESS THE FULL POLICY PLEASE REFER TO [SALVE USER ACCOUNTS AND EMAIL POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Severe Weather Policy (Policy updated: 1/2024)

As a residential campus, we carefully balance the essential services we provide with the need for altered schedules during severe weather conditions. Our general practice is to keep the University open unless local conditions and overall safety are a concern, at which time we may delay opening, close on-campus offices and/or cancel classes. Staff working in essential service areas may be required to work on-campus during limited and/or suspended operations. In general, staff working in non-essential service areas are expected to work remotely to the best of their ability during limited and/or suspended operations (TO ACCESS THE FULL POLICY PLEASE REFER TO [SEVERE WEATHER POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Safety of Minors Policy (Policy effective: 6/2020)

Salve Regina University is committed to creating a safe and welcoming environment for all members of the community, including Minors. This statement sets forth Salve Regina university's policy regarding children under the age of 18 (Minors) who participate in events, activities, or programs (collectively, programs) on campus, or off-campus but under the authority and direction of Salve Regina faculty, staff, students, volunteers, vendors, third-party organizations or contractors. Salve Regina expects all members of the University community to adhere to and act in accordance with this policy. Failure to comply with the requirements set forth in this policy may lead to disciplinary action and/or revocation of the opportunity to use Salve Regina's facilities and/or run Salve Regina-affiliated Programs. (TO ACCESS THE FULL POLICY PLEASE REFER TO [THE SAFETY OF MINORS POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Smoke and Vape-Free Workplace Policy (Policy updated: 5/2019)

Salve Regina University is committed to providing a safe and healthy workplace/environment and to promote the health and well-being of its employees, students, visitors and vendors. As such the following Smoke and Vape-Free Workplace Policy has been adopted and applies to:

- All faculty, staff, students, visitors and vendors,
- All University-owned and -leased property and facilities including, but not limited to, common work areas, classrooms, conference and meeting rooms, private offices, elevators, hallways, stairs, restrooms, employee lounges, cafeterias, vehicles and all other enclosed facilities;
- All University grounds including, but not limited to, parking areas, loading docks of university facilities, athletic and recreational facilities,
- All University lectures, conferences, meetings and social events held on university property.

In accordance with the Rhode Island's "Public Health and Workplace Safety Act", effective March 5, 2005 and modified July 1, 2018 smoking, including the use of vaporizers, e-cigarettes similar products designed for electronic, vapor or aerosol delivery of nicotine is strictly prohibited in places of employment. To ensure we remain compliant with the RI State Law Salve Regina University strictly prohibits smoking or vaping in all enclosed facilities within places of employment without exception. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [SMOKE AND VAPE-FREE WORKPLACE POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Unmanned Aerial Systems (UAS) or Drone (Policy effective: 6/2016)

The use of Unmanned Aerial Systems (UAS), commonly referred to as Drones, has increased in popularity during the past 5 years. Although most often associated with military operations, drones have numerous law enforcement and civilian applications, including reconnaissance and land surveillance, wildlife tracking, search and rescue operations, disaster response, border patrol and firefighting and in higher education. Unless used responsibly and safely the use of drones can be dangerous to the public. These dangers include operation near airports and over large crowds. Privacy issues are also a concern. With that said all members of the Salve Regina University community, as well as visitors, are prohibited from operating a UAS or drone on the premises of the university. Operation of a drone may endanger the welfare of individuals or the community, on University premises and are prohibited other than in strict compliance with the exceptions contained below. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [UNMANNED AERIAL SYSTEMS POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Employee Benefits

Faculty members must have full-time contracts in order to be eligible for benefits. This section is only a guide to your benefits package - for more detailed information, consult your plan documents or call HR. If there is a conflict between what is set forth in this *Faculty Manual* and the plan documents, the plan documents govern.

Life Insurance

Basic Life: Life insurance coverage is provided to faculty/staff who work a minimum 30 hours per week. It becomes effective on the first day of the month following three months of employment. It is paid by the University equal to \$50,000 (reduced to 65% at age 65; 50% at age 70). If accidental death occurs, the normal amount of insurance coverage doubles. There is a conversion right at retirement or termination.

Supplemental Life: Faculty/staff who work a minimum of 30 hours per week may purchase an additional policy equal to one, two, three or four times their basic annual salary up to a maximum of \$300,000 (reduced to 65% at age 65; 50% at age 70). Group-rate premiums are deducted from biweekly paychecks and bonded according to age. There is a portability right at termination.

Dependent Life: Faculty/staff who work a minimum of 30 hours per week may purchase life insurance coverage for dependents. Premiums are deducted biweekly from faculty/staff paychecks. Spouses can be insured for \$10,000, \$20,000 or \$30,000 and eligible children (to age 19 or full-time students to age 23) for \$5,000 each. There is a portability right at termination.

Note: Faculty/staff who enroll in supplemental or dependent life programs when first eligible are not asked health-related questions. Those who decide to join later must complete a certificate of insurability and possibly a physical exam.

Health Insurance

(Policy updated 1/2022)

The University provides comprehensive health care plans to full-time faculty members. Effective January 1, 2022, faculty members are eligible for health benefits on the first day of the month following their effective date of hire. Faculty/staff with eligible dependents may choose individual-plus-one or family coverage.

Employees contribute towards the cost of the health insurance. Annually, the University determines the cost to employees. The amount assumed by faculty/staff is deducted biweekly from paychecks once the employee is eligible for benefits and elects coverage by completing and submitting an enrollment form to the Office of Human Resources.

Just prior to age sixty-five, employees may elect to continue their regular insurance and/or apply for one of many supplemental Medicare health insurance policies. (See section on Medicare Insurance for more details.)

For more information about faculty/staff health-care plans, contact HR at extension 2332.

Dental Insurance (Policy updated 1/2022)

The University offers comprehensive dental insurance plans to employees. Effective January 1, 2022, full-time faculty members are eligible for dental benefits on the first day of the month following their date of hire. Faculty/staff with eligible dependents may choose individual-plus-one or family coverage.

Employees contribute towards the cost of the dental insurance. Annually, the University determines the cost to employees. The amount assumed by faculty/staff is deducted biweekly from paychecks once the employee is eligible for benefits and elects coverage by completing and submitting an enrollment form to the Office of Human Resources.

Voluntary Vision Insurance

Faculty/staff working a minimum of 20 hours per week are eligible for vision benefits on the first of the month following their date of hire. Faculty with eligible dependents may choose individual-plus-one or family coverage. The cost for the insurance is assumed by the employee and deducted biweekly from paychecks once the employee is eligible for benefits and elects coverage by completing and submitting an enrollment form to the Benefits office.

Voluntary Flexible Spending Accounts

Faculty/staff working a minimum of 30 hours per week are eligible for a voluntary Healthcare Account on the first of the month following their date of hire. Faculty working a minimum of 20 hours per week are eligible for a voluntary Dependent Day Care Account on the first of the month following their date of hire.

Both accounts allow faculty to put aside funds each pay period on a pre-tax basis to pay for eligible medical, dental and vision expenses and/or for dependent day care expenses. Contributions must be estimated carefully as they cannot be changed during the plan year and any funds left over at the end of the plan year may be forfeited.

COBRA

Salve Regina University complies with all applicable laws, including COBRA, regarding eligibility for continuation of coverage under Salve's applicable benefits plans. Per COBRA requirements an employee who has a "qualifying event" including separation of employment, an extended leave of absence or a reduction in work hours, such that the employee is no longer eligible to participate in the University applicable benefit plans will be provided the opportunity to elect and receive continued coverage of applicable benefits, subject to certain conditions and payment contributions. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [COBRA POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Workers' Compensation

This University-paid program covers faculty/staff who incur work-related injuries, medical expenses and lost wages. All accidents are to be reported immediately to supervisors and an accident report completed in HR. If supervisors cannot be reached, faculty/staff must promptly notify the Associate Director for HR and Benefits to ensure proper claim documentation. After normal working hours, reports may be completed in the Office of Public Safety. All workers' compensation injuries that require an absence from work will also fall under the medical leave guidelines of [the Family Medical Leave Act \(FMLA\)](#).

Disability Insurance

The University carries long-term disability insurance (LTD) for faculty and staff. After one year of employment, all faculty/staff who work a minimum of 30 hours per week are eligible for the program.

There is a 180-day waiting period before coverage begins. After meeting the total or partial disability requirement as defined in the LTD contract, eligible faculty/staff are entitled to up to 60% of their basic annual salary (not to exceed \$10,000 per month) offset by any other income. A cost-of-living adjustment is included. The maximum length of benefits depends on the staff member's age when total disability begins.

The program features a retirement security benefit, for pension plan participants of at least three months that pays into the employee's University-sponsored retirement plan. The maximum monthly retirement benefit is 12% of a faculty/staff member's basic monthly earnings (not to exceed \$2,000 per month).

For more detailed information on the LTD benefit, consult the policy handbook or call the Associate Director of HR and Benefits at extension 2332.

Employee Assistance Program

The University sponsors a voluntary and confidential counseling and referral service for faculty/staff and their families that is designed to promote health and well-being. The Employee Assistance Program (EAP) is intended to identify and assist with:

- Marital or family problems (aging parents, troubled children, divorce, etc.)
- Drinking/drug abuse problems
- Legal/financial concerns
- Emotional distress (depression, job pressures, etc.)
- Relationship issues

Faculty/staff or family members with personal difficulties are encouraged to contact the EAP office at 1-888-293-6948, from anywhere in the U.S., to speak with a professional case consultant. Some problems can be quickly identified and resolved. In other situations, referral can be made to outside agencies and practitioners. Additional information can be found at <http://www.healthadvocate.com/standard3>.

The University pays EAP program costs. Additional professional referrals that may be set up could involve fees and should be aligned with University health plans.

Social Security

All faculty/staff pay is subject to Social Security and Medicare tax deductions according to the Federal Insurance Contributions Act (FICA). Deductions are matched by the University.

Social Security is a federal insurance program that provides income at retirement and during periods of total disability and survivor benefits. Employees must apply for Social Security retirement benefits three months before they intend to stop working.

Medicare, a federal health insurance program managed by the Health Care Financing Administration, provides hospital and medical insurance to people age 65 and older as well as to those with kidney failure and other disabilities. Hospital insurance helps to pay for inpatient care and some follow-up services. It is financed through part of Social Security (FICA) taxes. Voluntary medical insurance helps pay for doctor and medical services and other items. It is financed by monthly premiums of those enrolled and by general federal revenues. Local Social Security offices accept Medicare applications, provide claims assistance to beneficiaries and program information.

Although optional, it is important for staff to enroll in Medicare Part A when first eligible, even if they plan to retire later, since Social Security may impose penalties when enrollment is deferred. Those who work beyond age 65 may continue their University health plan coverage and use Medicare as a secondary resource. Faculty/staff who decline University coverage will use Medicare as their primary provider.

Adoption Assistance Policy (Policy effective: 8/2024)

Salve Regina University recognizes that employees build their families in many ways. This policy was created to support employees who are adoptive parents through reimbursement of a portion of their expenses resulting from the adoption of an eligible child. (TO ACCESS THE FULL POLICY, PLEASE REFER TO [THE ADOPTION ASSISTANCE POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE.)

Self-service Relocation Assistance

A self-service relocation portal is available to newly hired employees to assist with relocation. Features and benefits include but are not limited to scheduling a free virtual move survey, pricing quotes from various moving companies, a move checklist and helpful tips and recommendations. For more information, contact HR at 2137.

Tuition benefits (Policy updated 4/2025)

Salve Regina University promotes a continuous learning environment. Eligible employees may receive tuition benefits earning up to two degrees and one certificate of graduate studies (excluding CAGS) from the University. Eligible dependents may earn up to one undergraduate degree. Staff and dependents must meet all eligibility and waiting period requirements and must remain in good academic standing to continue receiving tuition benefits. (TO ACCESS THE FULL POLICY, PLEASE REFER TO THE [TUITION BENEFITS POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE.)

Tuition Exchange Policy (Policy updated 8/2024)

Salve Regina University is part of the Tuition Exchange Program (TEP), a non-profit organization which provides a method of allowing qualified dependents of employees to apply for scholarships at other TE institutions. (TO ACCESS THE FULL POLICY, PLEASE REFER TO THE [TUITION EXCHANGE POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE.)

Retirement (Updated: 1/2024)

The University provides comprehensive fixed and variable retirement annuity programs to employees through TIAA as well as additional benefits through the Social Security program.

Employees over age 21 are eligible for the University's retirement contribution following one year of benefit eligible service (minimum of 1000 hours per year) either at Salve Regina or one year of 1,000 hours, benefit eligible service obtained from working at a higher educational

institution **immediately** prior to joining the University. (Please note that employees coming directly from a higher educational institution must have at least one-year of service, at 1,000 hours minimum, in order to have time credited; no partial, less than one-year time is credited) This benefit does not apply to work-study employees. The University has a discretionary contribution and matching contribution. Employees working at least 1,000 hours per year are encouraged to make optional pre-tax and/or Roth employee contributions for additional retirement security and to receive the University's matching contribution.

New employees who are hired on or after January 1, 2024, and who are expected to work at least 1,000 hours per year, will be automatically enrolled in a supplemental retirement plan at 3% of their salary as of the first of the month following or coinciding with 90 days of employment. Employees have 90 days from their date of hire to enroll themselves at another percentage or to opt out. Employees who are automatically enrolled will have their contributions invested in a target date fund closest to their projected date of retirement and their contributions will increase by 1% each February until a maximum contribution rate of 10% is reached.

Contributions may be divided among investment funds by percentages or, if desired, allocated in their entirety to one fund. Retirement plans are transferable when employees leave the University.

Eligible employees who are members of a religious order, may enroll in TIAA or have an amount paid to a religious community retirement fund that is equivalent to what the University pays its lay employees. Although there is no longer a mandatory retirement age, the University's plan was established for retirement at age 65. Some employees retire earlier and others work beyond age 70.

Leave Policies

Faculty Sick Leave

In accordance with the RI Healthy and Safe Families and Workplaces Act, effective July 1, 2018, all Salve Regina University employees, other than Federal Work Study students, are eligible for paid sick and safe leave.

The benefit of paid sick and safe leave is provided to prevent a financial loss to the employee who is occasionally absent due to the following reasons:

- The employee's or family member's mental or physical illness, injury, or health condition, or need for preventive medical care
- The closure of the employee's workplace or a child's school or place of care due to a public health emergency
- Reasons relating to domestic violence, sexual assault, or stalking

Accrual of Faculty Sick and Safe Leave

During an academic year, faculty accrue up to one month of sick and safe leave based on the schedule below.

Months Worked	# of Weeks Accrued
Sept. - Oct.	1
Nov. - Dec.	1
Jan. - Feb.	1
Mar. - May	1

Faculty who begin employment during the academic year will receive a pro-rated amount of sick and safe leave based on the month they began employment. Example, a faculty member hired in January would accrue a max of 2 weeks for the academic year vs. a faculty member hired in November, who would accrue 3 weeks for the academic year.

Faculty Sick and Safe Leave will accrue and carry over each academic year up to a maximum of six (6) months. Should a faculty member need to be out of work for more than six months, they may then be eligible for the University's long-term disability plan. As the balance of the sick leave decreases due to use for longer-term illness, it will be replenished based on the faculty sick and safe leave accrual table above with a maximum sick leave remaining at 6 months.

Use of Sick and Safe Leave

Notification – Accrued paid sick and safe leave may be used upon the request of the employee. When a faculty member needs to take sick and safe leave, they should notify their department chair of the inability to work either orally, in writing, via email or any other means acceptable or requested by the department chair, as soon as reasonably possible. When the use of sick and safe leave time is foreseeable, employees must provide notice of the need for such time to their department chair in advance of the use the time and shall make a reasonable effort to schedule the use of sick and safe leave time in a manner that does not unduly disrupt the operations of the employer. Paid sick and safe leave cannot be used as an excuse to be late for work without an authorized purpose. During a short period of illness, the department chair will arrange with colleagues to cooperate in covering a sick faculty member's class.

If faculty need an extended absence from their teaching assignments or other duties, in addition to informing their department chair, they should also contact Human Resources to discuss Family and Medical Leave. With approval of the Provost, a substitute teacher may be hired during an extended period of illness.

USE OF SICK AND SAFE LEAVE TIME FOR FAMILY MEMBERS:

An employee may use their accrued sick and safe leave to care for a family member. Per the RI Healthy and Safe Families and Workplaces Act, family member is defined as child, parent, spouse, mother-in-law, father-in-law, grandparents, grandchildren, domestic partner, sibling, care recipient, or member of the employee's household. Please note that the definition of family member here differs with other university policies.

SICK AND SAFE LEAVE TIME WITH TDI AND/OR FMLA:

During absences due to illness, staff/faculty may receive payment under Workers' Compensation or Rhode Island Temporary Disability Insurance (TDI). These payments are in addition to any University sick and safe leave being used. For additional information on medical leave for more than one week, or intermittent leave for medical reasons, see details within the Family and Medical Leave Act (FMLA) policy.

Family and Medical Leave Act (FMLA) (Policy updated: 1/2025)

University faculty/staff meeting Federal and/or RI State FMLA eligibility requirements are permitted to utilize job-protected leave time for up to 13 weeks in a 12-month period. FMLA was designed to help employees balance their work and family responsibilities by allowing them to take reasonable leave for certain family members and medical conditions. (TO ACCESS THE FULL POLICY PLEASE REFER TO [THE FAMILY AND MEDICAL LEAVE ACT \(FMLA\) POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Temporary Disability Insurance ("TDI") and Temporary Caregiver Insurance ("TCI")

Rhode Island's [TDI/TCI](#) program provides paid leave benefits to eligible RI workers. The program is financed by employee payroll deductions and is administered by the Rhode Island Department of Labor and Training who determines benefits and eligibility.

TDI provides benefit payments to injured RI workers for weeks of unemployment caused by a temporary disability or injury. If you have become ill or injured, you may be entitled to receive TDI benefits.

TCI provides benefit payments for up to seven weeks per year to eligible caregivers. If you are caring

for a seriously ill child, spouse, parent, parent-in-law, grandparent, domestic partner, or if you are bonding with your newborn child, adopted child or foster child within the first 12 months of parenting, you may be entitled to receive TCI benefits. (TO ACCESS THE FULL POLICY PLEASE CONTACT THE STATE OF RI – DEPARTMENT OF LABOR AND TRAINING AND/OR REFER TO [THE FAMILY AND MEDICAL LEAVE ACT \(FMLA\) POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Bereavement Leave

In the event of the death of an immediate family member, employees are permitted up to five workdays off with pay per occurrence. The definition, here, of immediate family member includes spouse, domestic partner, children, parents, and siblings, as well as step relationships in these categories. A maximum of three workdays off with pay is allowed in the event of the death of a parent-in-law, brother-in-law, sister-in-law, grandparent, grandchild, guardian, or other family member of the same household. One day is allowed to attend the funeral of another close relative.

Faculty are expected to arrange bereavement leave directly with their department chair.

Military Reserve Leave (Policy updated: 2/2020)

Salve Regina University is committed to protecting the job rights of employees absent from work due to military leave. In accordance with the Federal Uniformed Services Employment and Reemployment Rights Act (USERRA) and state laws, it is the University's policy not to discriminate against individuals due to that person's membership in or obligation to perform service for any of the Uniformed Services of the United States. Specifically, no individual will be denied employment, reemployment, promotion or other benefit of employment based on such membership. Furthermore,

no person will be subjected to retaliation or adverse employment action because such person has exercised his or her rights under applicable law or this policy. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [MILITARY LEAVE OF ABSENCE POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Personal Leave of Absence (LOA) (Policy updated: 8/2024)

A personal leave of absence at Salve Regina is an unpaid period of time away from the University for personal reasons and/or for employees not eligible for Family and Medical Leave or who have exhausted Family and Medical Leave. (Employees who have been employed for at least one year and who have worked 1,250 hours in the prior 12 months who need leave due to medical reasons, please refer to the Family and Medical Leave Act Policy.)

It is usually granted for up to three months. In unusual circumstances, however, it may be approved for up to six months. Personal leaves of absence are unpaid and positions are not held. However, if the leave is four weeks or less, the University will attempt to hold an employee's position for them. It is understood that faculty/staff will use all of their available, applicable leave time prior to their unpaid leave of absence. Unpaid leaves of absence do not count toward years of service and employees do not accrue leave time while on unpaid leave.

All employees are eligible to apply in writing for a personal leave of absence. Employees should obtain a LOA Request Form from Human Resources to complete and submit to their supervisor. Requests should be made 30 days in advance. Supervisors, Directors/Deans/Vice-Presidents coordinate the procedure by sending the request and recommendations to the AVP and Chief HR Officer for a final decision. Employees receive written notification of the decision. Length and

quality of service, attendance, likelihood of continued University employment, reason for the leave, and departmental needs are considered when deciding whether the LOA will be granted. All proceedings are confidential.

Employees may participate, at their own expense, in University Group Health, Dental and/or Vision insurance plans for up to 18 months through COBRA. The employee cost for the first three months of COBRA, while on an approved leave of absence, will be equal to active, employee biweekly contribution rates. Employees who elect to remain on COBRA beyond three months, even those employees who have their LOA extended to six months, will be charged the “full” COBRA monthly rates for COBRA continuation coverage after the first three months. All other employee benefits end as of the employee’s last day actively at work or last day of paid leave.

An employee who has been granted an unpaid personal leave of absence must confirm/give their supervisor and Human Resources at least one-week advance notice of their intent to return to work. If the employee’s previous position is still available, the employee will be reinstated to it. If the employee’s previous position is no longer available, the employee may apply for other open positions which the employee is qualified for as they become available. If no positions exist, the employee will remain on unpaid leave status. If such a successful opening/hiring does not occur within a 60-day period, any obligation to reinstate the employee is discontinued and the employee’s leave status is changed to a voluntary resignation as of their last day worked/last day of paid leave.

Employees who do not return at the end of their approved personal leave of absence are considered to have voluntarily resigned.

Leave for Jury and Witness Duty (Updated: 5/2022)

The University recognizes that faculty/staff have civic duties as jurors or witnesses and grants temporary leave to workers summoned or subpoenaed to appear in state or federal court during regular working hours. When subpoenaed, faculty/staff must immediately notify the Department Director/Chair and the Payroll Office in writing. Prior to leaving for jury or witness duty, faculty members are expected to collaborate with the Director/Chair to provide students with a revised schedule and/or find coverage for courses. Final approval on coverage plan must be received by the Director/Chair prior to leaving for jury and/or witness duty. While on leave, faculty/staff receive their regular University paychecks and their benefits remain unaffected. Any remuneration from the courts may be retained by the employee. This policy does not apply to faculty/staff who appear in court on their own behalf.

Other University Services and Procedures

After Hours Building Use

To protect Salve's community and property, the Office of Public Safety monitors buildings after hours and logs pertinent information.

Normal building hours:

Monday through Friday

Ochre Court 7:30 a.m. - 5 p.m.

All other buildings 7:30 a.m. - until scheduled closing

Saturday and Sunday

Library See current schedule

After Hours Building Access

The President's Cabinet may provide the Office of Public Safety with a list of faculty/staff who are authorized to enter their office/Ochre Court after normal building hours. Public Safety will activate the Salve Regina I.D. card for access after normal business hours. All access via I.D. cards is turned off from midnight until 6:00 a.m.

Those who enter secured buildings may need to show University identification. Those permitted after-hours use must secure exterior doors upon arrival and notify the Office of Public Safety at extension 5500 from University phones and 401-341-2325 from cell phones to indicate where they will be. When leaving, notify the Office of Public Safety; turn off lights and equipment, close windows and lock doors.

Bookstore

Salve Regina's Bookstore, located on the ground level of Miley Hall, supplies textbooks, reference books, stationery supplies, campus novelties, and clothing to the University community. All purchases, other than textbooks, are available to Salve Regina faculty/staff at a 10% discount. It is leased and operated by Follett Bookstores.

Budget

The University uses integrated financial planning and management control systems to support quality education at reasonable cost. The systems are the result of cooperative efforts by the President's Cabinet, department heads and faculty/staff who strive to control costs and improve methods. The budget establishes standards against which actual performance is measured and reported and facilitates ways to identify financial variances so that action may be taken as needed. The budget:

- identifies contributions to the University from government loans, private grants, gifts and student tuition;
- reports departmental and line-item financial and statistical information;
- enables management to fix responsibility, performance and/or non-performance; indicates, in advance, the impact of capital expenditures on the University's long-range plans.

Use of Space on Campus

Salve Regina University faculty/staff who want to reserve University facilities need to fill out a 25 Live online request form that gets submitted to the Office of University Events and Conference Services. Any questions from Salve Regina University faculty/staff regarding use of space on campus should be directed to the office of University Conferences and Events at 401-341-2445. Questions and concerns regarding classroom space for credit-bearing classes should be directed to the Office of the Registrar at 401-341-2996.

Outside agencies and individuals, or a Salve Regina University faculty/staff member acting on their behalf, need to submit a written request to the Office of University Events and Conference Services. Any questions from outside agencies and individuals should be directed to the same office at 401-341-2445.

Business Office

The Business Office maintains the University's financial and budgetary records. It is responsible for all incoming and outgoing University funds and is supervised by the Vice President for Operations/CFO.

All student bills and fees are paid to this office and all student program and residency changes are to be reported here as well.

To be fully registered, students must comply with Business Office regulations. Faculty/staff are expected to support these procedures.

Business Cards (Policy updated: 11/2021)

Upon request, Salve Regina University will provide personalized business cards to certain exempt level employees. Please reference the [Business Card Policy and Request Form](#) for further information.

Campus Dining

Dining facilities, operated by Sodexo Services, are available to staff in O'Hare's Jazzman Café and Sandella's, McKillop Library Café, Miley Mart, and in the Miley Hall Cafeteria. Food may be purchased with either cash or a prepaid Salve Regina University ID card. All faculty and staff who add money to their Salve IDs will receive a 10% discount off of the Salve Community Door price at the Miley Hall main dining facility. The Business Office (Ochre Court – second floor) can assist you with this transaction.

Compass Center for Advising, Career, and Life Design

The Compass Center provides proactive, holistic, and student-centered services that prepares Salve Regina students for purpose driven lives and meaningful careers. Through a collaborative team of advising and career development specialists, the Center provides programs and services focused on academic navigation and career design, including first year advising, major exploration, career planning, student-alumni-career connections, and related areas.

Marketing and Communications

The Office of Marketing and Communications oversees the University's internal and external communications and marketing efforts. The team is responsible for sharing the Salve Regina story through digital content, print design, marketing campaigns, social media, videography and photography, media relations and the magazine Report from Newport.

Members of the University community may use the [marketing request form](#) to:

- Request publicity, marketing and print materials
- Submit story ideas for SALVEtoday and the media
- Provide website updates
- Share student, faculty and alumni success stories and accomplishments
- Submit photos and videos for posting to the University's social media channels
- Request photography and videography

Marketing and communications staff will review all submissions to determine which types of digital and print materials will best meet your needs. Examples include digital signage, calendar of events, SALVEtoday, press releases, photography, videography, social media, website updates and print pieces. For larger events, programs and requests, you may be contacted to schedule an additional intake meeting or further discuss your submission.

All print materials being purchased with University funds must be coordinated and approved by Design Services to ensure standards for quality, mailing and University imagery as well as for proper processing and payment. Turnaround times for both internal and external print projects vary greatly. Please allow a minimum of 15 working days for completion. (TO ACCESS FULL POLICY PLEASE REFER TO [THE UNIVERSITY DESIGN SERVICES POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

External Reporting

Offices that receive requests for institutional data should consult the Office of Institutional Research and Effectiveness to discuss appropriate response.

Research

Survey research conducted by external or internal parties (e.g. faculty and students at Salve Regina University or elsewhere) that is not for the express purpose of evaluation and improvement of instruction and administration must be approved by the Provost and the Institutional Review Board (IRB). Such general questionnaires are, as a general rule, not permitted. Please see the University website for more information on the IRB and its procedures.

Facilities Management

The Office of Facilities Management is responsible for coordination, maintenance, repair and construction of campus buildings, utilities and grounds. Faculty/staff are asked to cooperate with the department by:

- Reporting facilities problems and concerns.
- Being good stewards of the environment by being mindful of utility usage.
- Recognizing that faculty/staff are held personally responsible for University keys and must see that they are not used by unauthorized persons.
- Returning all Salve Regina keys and property to the appropriate Director/Dean/Vice President/Supervisor upon leaving the University.

Financial Aid Questions

Faculty contacted by students about financial aid matters should refer students to the Assistant VP for Enrollment/Chief Financial Aid Officer, at ext. 2140. Financial aid awards are predetermined by federal and state government formulas. Reconsideration requests are first examined in the University's Office of Financial Aid. Those who want to appeal an Office of Financial Aid reconsideration decision should send complete written information to the Assistant VP for Enrollment/Chief Financial Aid Officer for review by the Appeals Committee. The person making the appeal will receive written notification of the action following the review. More complete financial aid information is available in the Admission and Aid section of the Salve Regina website.

Fire Prevention and Drills

Fire prevention measures involve the entire University community. Fire drills are held periodically. Although faculty/staff are responsible for their own safety, protection is improved when they understand that:

- Fire doors are to be kept closed at all times.
- Direct means of egress (exits) should be located.
- Buildings, in which they work, should be familiar to them.
- When a fire alarm sounds, faculty/staff must leave the building quickly and quietly and move at least 100 ft. away.
- Faculty/staff should assist in evacuation of students if it is safe to do so.

Fundraising

Individuals or groups are not permitted to initiate or engage in any form of fundraising on University property or on behalf of the University or any of its constituencies without prior written approval from the President of the University. Student requests are to be made via the Vice President for Student Affairs. All other requests are to be made to the Vice President for University Advancement.

Funds from University Events

Funds from University-sponsored activities are to be deposited in the Business Office on the first business day following receipt of the funds. A detailed account of the funds' sources is to be included.

Copy Center

Salve Regina's Copy Center, located on the Garden Level of McKillop Library, is open and staffed from 8 a.m. to 5 p.m. Monday through Friday. It provides copying, duplicating, laminating, cutting, folding and GBC binding services.

Faculty and staff are asked to use the Copy Center for their printed materials. One or two originals to be reproduced 10-20 times may be copied within departments. It is requested, however, that larger jobs be sent to the Copy Center. (TO ACCESS FULL POLICY PLEASE REFER TO [THE UNIVERSITY DESIGN SERVICES POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE).

Health Services

Established primarily for students, the Office of Health Services, located in Miley Hall, assists the entire University community directly and through professional referral. It is staffed Monday through Friday, during the academic year, by nurse practitioners when classes are in session.

Identification Cards

IDs are required in various on-and off-campus situations. Upon employment, all faculty/staff receive an identification card free-of-charge at the Card Office, located at the Technology Services Center in the Garden level of McKillop Library. The ID cards can be used as stored-value cards for purchases on campus or at various vendors off campus. They also provide access to RIPTA bus routes and certain buildings based on your function at the University.

Information Technology – Cybersecurity, Computer and Network Use (Policy effective: 8/2022)

The University computer and Internet resources for faculty, staff, students and other authorized individuals to use in support of Salve Regina's academic research and instructional and administrative objectives. The cybersecurity incident response policy contains the University's requirements governing faculty, student, staff and other members of the community in their use of the University's information technology resources as it related to reporting and managing cyber security incidents which may arise. University e-mail and internet resources are for business use only. Personal use during work hours is prohibited. After-hours use with supervisor approval is permitted. Users are responsible for all transactions made with their identification (ID) codes. The Computer and Network Use Policy (Policy) contains the University's philosophy and requirements governing faculty, students, staff and other members of the community in their use of the University's information technology resources. (TO ACCESS THE FULL POLICY PLEASE REFER TO THE [COMPUTER AND NETWORK USE POLICY, CYBERSECURITY INCIDENT RESPONSE AND INFORMATION TECHNOLOGY POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

Library

All faculty/staff may borrow circulating materials from the McKillop Library, as well as from any of the libraries in the HELIN consortium (<https://salve.on.worldcat.org/>). Materials may be borrowed in person at the library, or by placing an online request using the library catalog. Materials requested online will be delivered within two to three days. Faculty/staff also have access to all of the services of the McKillop Library, as well as off-campus access to electronic resources and services via the library website (<https://library.salve.edu>). Faculty/staff may also visit other HELIN libraries and may borrow materials onsite by presenting a valid Salve Regina ID card.

Interlibrary loan: Materials not available at any of the HELIN libraries may be requested through interlibrary loan. Borrowers should allow up to two weeks for delivery of some of these items.

University Archives and Special Collections: The university archives are the official repository for university records, including documents, correspondence, publications, yearbooks, dissertations, and photographs and media. The special collections consist of items that have significance to the university but which originated outside of it, including rare books and manuscript collections and material related to Newport and the Religious Sisters of Mercy. Employees can make an appointment with the archivist in advance to view any of these items, which do not circulate. Additional information may be found at <http://library.salve.edu/archives/>.

Liturgies

(Updated 5/2023)

Catholic Mass schedule:

Faculty/Staff and their families are welcome to attend Mass throughout the year at Our Lady of Mercy Chapel. Sunday Mass is at 5 pm. During the week there is Mass on Tuesdays at 12:15 pm and a student mass on Wednesdays at 7:30 pm. In general, there are no masses when the students are on vacation. Please contact the Center for Spiritual Life at extension 2208 regarding the schedule for holy days or any other special events.

Mail Services

Mail Services, located on the Garden Level of McKillop Library, is open Monday through Friday 8:30 a.m. to 4:30 p.m. All outgoing mail must be received before 4 p.m. for same day processing. The UPS and Federal Express pick up time is also 4 p.m. All outgoing mail must have a return address and a zip code. Zip codes for domestic mail can be obtained at www.usps.com. International mail must have the country name written in full on the last line of the address. International packages and large envelopes must be accompanied by a content list, value and phone number of the recipient. They sell books of stamps as well as postage for packages, UPS and Federal Express. They stock Priority Mail supplies, padded envelopes and recycled packing materials for your convenience.

Parking and Registration

Faculty/staff who want to use on-campus parking facilities must register their vehicles with the Office of Public Safety. A decal is provided for the outside of the rear windshield. The decal must be placed in the bottom left corner on the outside of the rear windshield. Specific parking spaces are not guaranteed. However, some employees do have designated spots because of their job responsibilities. Courtesy parking permits, issued to employees for temporary vehicle use, are to be returned when no longer needed.

The Office of Public Safety is authorized to tow cars, at owner's expense, that are on University property and in violation of posted parking signs and University Parking regulations.

Purchasing

The Purchasing Office is dedicated to assisting the community with the timely and cost effective procurement of goods and services. Purchasing endeavors to maximize the University's purchasing power through competitive bidding and the negotiation of special pricing agreements and contracts. Through the process, the University is successful in obtaining maximum value for the monies expended and establishing standards of vendor performance, which benefit the University. For specific information on purchases, purchase orders and procurement cards, contact the Purchasing Office at extension 2954.

Office of Public Safety

The Office of Public Safety, located in Tobin Hall, operates 24 hours a day, seven days a week to protect the University community. The office can be reached using extension 5500 from University phones and 401-341-2325 from cell phones. The Director and staff safeguard all campus buildings and monitor parking facilities.

Telephone Service

All campus offices may be direct dialed. Campus directories are available online through MySalve or through the directories button on all campus phone sets.

University Cancellations

As a residential institution, we carefully balance the essential services we provide with the need for altered schedules during severe weather conditions. Our general practice is to keep the University open unless local conditions and overall safety are a concern, at which time we may delay opening, close on-campus offices and/or cancel classes. Staff working in essential service areas may be required to work on-campus during limited and/or suspended operations. In general, staff working in non-essential service areas are expected to work remotely to the best of their ability during limited and/or suspended operations. (TO ACCESS THE FULL POLICY PLEASE REFER TO [THE SEVERE WEATHER POLICY](#) LOCATED ON THE SALVE CAMPUS WEBSITE)

University Communication Protocols

The Office of Marketing and Communications developed the [University Communication Procedures and Media Protocol](#) which provides guidance related to University communications, media, broadcast e-mail, event promotion and scheduling and print materials. This information, is designed to help you share the good work being done at Salve Regina so that University Relations, in turn, may share it with others.

University Sponsored Trips

University-sponsored student, faculty or staff trips are announced in official Salve Regina publications and sanctioned by the President's Cabinet either individually or as part of the academic planning process.

Faculty, staff and students - as groups or individuals - who sponsor trips independently or in conjunction with a travel agency may not use the University's stationery, logo, on-campus bulletin boards, class discussions, interoffice mail, or University phone numbers for their purposes. Such actions could place the University in a position of unwarranted liability.

Travel agencies working with University groups or individuals must not indicate a University affiliation with non-sanctioned trips.

Misuse of Salve Regina's copyrighted name and logotype is subject to legal action. Sketches of faculty, staff or students appearing in advertisements and identifying their Salve Regina position should clarify that the University is not sponsoring the activity or trip.

Use of Personally Owned Vehicles for Business Purpose

When a privately-owned vehicle is used for Salve business purposes, the motor vehicle operator's personal auto insurance will be considered the primary coverage and the University's automobile insurance coverage will be secondary. The motor vehicle operator's personal auto insurance will remain the ONLY source of insurance relief for damage to the motor vehicle operator's personal auto. The University holds liability insurance that extends to employees driving vehicles for work related business on approved work time. This coverage is provided for liability related to auto accidents but does not cover collision or physical damage to property.

It is recommended that employees using personal vehicles for work related business carry collision including business use, on personal auto insurance, as well as bodily injury as indicated. Please note that lending your personal vehicle to a fellow employee or student does not qualify as a University business purpose.

Claim Reporting

If faculty/staff are involved in automobile accidents while on University business that involves any type of bodily injury or third party property damage, they must complete a [University Accident Report](#) form immediately and send it to Human Resources, Public Safety and their immediate supervisor.

Appendix A: Procedures for Faculty Searches

Faculty positions are approved by the President at least 12 months in advance to allow for full national searches. The following guidelines should be followed in faculty searches, unless otherwise determined by the President, Provost or Provost designee:

1. Prior to completing a requisition, advertisement posting requirements and budget must be determined and approved by the Provost or Provost's designee and communicated to Human Resources through the department chair, Dean or Vice Provost. Information to Human Resources must include links to applicable websites, login information (if available) and budget number to allocate advertisement costs.
2. Search Committees are determined by the Provost or Provost's designee upon the recommendation of the department chair. Most often the department chair is named as the "Hiring Manager/Search Chair" of the search committee.
3. The department chair, Provost, or Provost's designee is responsible for submitting the appropriate requisition to initiate the faculty search. Requisitions must include search committee member names, titles and email addresses.
4. Upon requisition approval the "hiring manager/search chair" will receive a list of applicable resources to assist in the interview, selection and hiring process.
5. All searches are to be conducted online through the Interview Exchange Applicant Tracking system. Only online applications are accepted.
6. Search committee members should collaborate to determine candidates who will be interviewed via phone or on-campus. All candidates must be placed in applicable folders based on search committee's evaluation of the candidate. For example, prospective candidates who the committee would like to interview should be placed in the phone or on-site interview folder. Candidate interview evaluation forms must be completed by each committee member for each interviewed candidate and uploaded to the applicable candidate profile. The Office of Academic Affairs will collaborate with committee search chairs to coordinate on campus interviews.
7. A list of finalists should be determined by the search committee and references collected from each finalist candidate. Hiring manager/search chair will be responsible for requesting references through Interview Exchange. While not required, the hiring manager/chair may contact a reference(s) directly via email/phone should you need additional information or clarification from a reference(s). References should be utilized as a resource for selecting the finalist candidate.
8. Finalists will teach a class and/or give a presentation, and usually meet with the following: search committee, department, dean or vice provost, Vice President for Mission Integration, and, at the department's discretion, students in the major. The

department chair is responsible for scheduling the candidate's meetings with faculty, students, and the committee; s/he will then work with the Office of Academic Affairs, which will arrange travel, accommodations, and a final itinerary for each candidate.

9. The committee will recommend a finalist for appointment, and the dean or vice provost will make a tentative offer and recommend him or her formally to the Provost. The President has the prerogative of calling the finalists or raising concerns with the Provost.
10. The search committee will recommend a finalist for appointment to and the dean or vice provost. The Provost or Vice Provost will determine if the finalist will be selected for appointment consideration. The Provost or Vice Provost may recommend the finalist to the President. The President, Provost or Vice Provost has the prerogative of contacting the finalists or raising concerns to the search committee regarding the finalist candidate
11. In those rare cases where the dean or the vice provost has reservations or disagrees with the committee's recommendations, s/he will meet with the committee to discuss his/her concerns.
12. Committees should provide three or four candidates that would be a good fit for the position and the institution.
13. Salaries are determined by the Provost, in consultation with the President, when necessary. When warranted, the dean or vice provost may speak directly with a potential finalist about a salary range, for the purposes of determining whether a candidate wishes to proceed to an on-campus interview.
14. Once a finalist has been selected by the search committee and Provost or Vice Provost, the search chair must complete a reasonable justification for selection and/or disposition code for non-selected interviewed candidates.
15. Upon completion, a recommend for hire requisition will need to be submitted to obtain approval to hire the finalist candidate. In most circumstances, the recommend for hire requisition is submitted by the Associate Provost or department chair.
16. The Office of Human Resources will complete a comprehensive background screening on the finalist. Pre-employment screenings and requisition approval must be obtained prior to Human Resources initiating the onboarding process.
17. Following requisition approval, the Office of Human Resources will begin onboarding the finalist candidate. The Office of Academic Affairs will generate a contract during the appropriate timeframe for the hired candidate.

Appendix B: General Review

The Evaluation of Teaching, Research and Scholarship, and Service

The AAUP statements on Policy, Documents and Reports (1995 ed. p. 133) states the following:

Making clear the expectations that the institution places upon the teacher and providing the conditions and the support necessary to excellent teaching are primary institutional obligations. It is a first order of business that institutions declare their values and communicate them with sufficient clarity to enable colleges and departments to set forth specific expectations as to teaching, research and service and to make clear any other faculty obligations....At the college or departmental level, the expectations as to teaching, the weighing of teaching in relation to other expectations, and the criteria and the procedures by which the fulfillment of these expectations is to be judged should be put in writing and periodically reviewed by the members of the college or department.

In the light of this statement, the following form entitled the General Review was developed jointly by a sub-committee of the Undergraduate Council (now the Academic Council) and the Rank and Tenure Committee. It is designed to address the general categories of teaching, research and service with particular emphasis on teaching. It should be noted that in the General Review the sub-section entitled Effective and Stimulating Classroom Teaching under the section on Professional Development is covered under a separate form entitled Teaching Review.

General Review/Commentary

The General Review addresses the principal areas of Faculty Status and Responsibilities, Advising, Professional Development, Research/Scholarly Works, Membership in Professional Societies, Attendance at Professional Conferences, Grants, University Service and Community Service. The following Instructions are intended to assist the Department Chair and the faculty member in the understanding and the completion of this form.

The evaluator should share these instructions and this form with all faculty members at the beginning of each year. At that time he/she should inform the faculty member that his/her teaching, research and community service will be evaluated at the end of each year. For probationary (i.e., tenure-track) faculty members, the General Review is due to the Office of Academic Affairs by June 30 of each year, and serves in lieu of an annual report. The Teaching Review is conducted each semester.

General Information

The first section of this area of the form (Faculty Status) is designed to provide a few particulars on the background and the current status of each faculty member. It is intended to lead into the second section (Academic Responsibilities) whose six sub-sections are designed to establish principally the teaching load and other pertinent academic responsibilities associated with this task. As such, it should provide a suitable context proper to our institution in which to evaluate the remaining areas of the form. The information requested in this section is straight forward and easily quantifiable.

Advising

The advising and mentoring of students is expected of all faculty members. However, advising loads will naturally vary significantly according to the size of the academic program (i.e., number of majors).

Professional Development

This section on Professional Development is designed to gather data under a number of important sub-sections. First, any information related to advanced or continuing education of a faculty member would be particularly important to each department and the university as a whole. Second, because the information on Effective and Stimulating Classroom Teaching is so important in an institution such as ours that places a great emphasis on this factor, a separate form entitled Teaching Review has been prepared and forms an integral part of this evaluation form for Department Chairs (and deans where the faculty member evaluated is Chair). The third and fourth sub-sections are self-explanatory. Fifth, if anyone has requested and received a status of Presidential Scholar, that information should be mentioned here. The sixth sub-section on Sabbatical requires a separate application and when granted a follow up report to the academic community. All that is required here is the date it was taken and the subject matter of the sabbatical.

Research/Scholarly/Creative Works

This section on Research/Scholarly/Creative Works and the section on Attendance at Professional Conferences (below, especially the sub-section on Presentation of Professional Papers) are designed to complement one another. What should be included here under the sub-sections entitled Written Presentations, Oral Presentations, Artistic Presentations and Others is any research, scholarly or creative activities that would not be presented later under the section entitled Attendance at Professional Conferences.

Membership in Professional Societies

Membership in Professional Societies and Attendance at Professional Conferences (below) are an important dimension of professional credentials and scholarly development. In that respect, active participation in both of them is a necessity. Thus, this section and the following one are designed to complement one another. Here in this section, a faculty member would simply list those professional societies of which s/he is a member, especially those related to his/her academic discipline.

Attendance at Professional Conferences

Granted the above, here, under the sub-sections of Presentation and Non-Presentation of Professional Papers a faculty member should list his/her presentation at professional conferences as well as the presentation of papers and the particular dates. It should be noted that the material in this particular section is designed to complement the material in the earlier section entitled Research /Scholarly Works.

Grants

Grants form an important dimension of the growth and development of any academic institution and/or department. As such, they are highly prized. The application for and the administration of

grants represents a considerable expenditure of time and effort. The rewarding of a grant represents a worthy honor to the recipient(s). As such, the various sub-sections here are designed to monitor its progress from the application, to the award and then the stewardship of its administration. Supporting evidence should be kept on file so that it could be presented if necessary.

University Service

Because University Service may express itself in many areas, this section has included a number of sub-sections. In sub-section 4 (Department/Program Meetings) the intent is to gather information related to a department or a program other than their strictly academic programs and the regular meetings associated with them. Such items might be a Fair, a Professional Day, a Colloquium etc. In sub-section 5 (Guest Lecturer) the faculty member should list any lectures or presentations that s/he may have offered on campus either in the formal classroom setting or otherwise. Any material included in this sub-section should be different from and complement any material listed under the section entitled Research/Scholarly Works and Attending Professional Conferences. The sub-section on Coaching should list any contributions in this regard that is not covered under a formal contract with salary.

Community Service

Community Service, along with teaching and research, are considered the major areas of commitment for any faculty member. Community Service should be understood to be those activities that are consistent with a faculty member's professional expertise and the mission of the university. Here, a faculty member should list under the appropriate sub-sections those community services that are performed pro bona and those services for which some remuneration is accepted.

Future Goals

This section is designed to be a general statement of future goals under the three headings of Teaching, Research and Service. These goals should be discussed by the faculty member and the Department Chair at the beginning of each academic semester/year. The achievement of these goals should be later stated in the appropriate sections of the General Review form.

Recommendation and Signatures

Finally, in most instances the faculty member and the Department Chair (or appropriate dean) will discuss, recommend or not recommend and both parties will sign and date the document. The major intent of this section is to arrive at a position where nothing pertaining to teaching, research and service appears in a faculty member's file which he/she has not co-signed.

The General Review Form (located in the Faculty Resource Canvas Course)

In order to provide a consistent and fair procedure for evaluating tenure-track faculty during the probationary period, two evaluation forms are used: the General Review form and the Teaching Review form. The Provost is responsible for the wording and format of these evaluation forms:

The form for the General Review is filled out at the end of the academic year. When writing the Curriculum Vitae and Outline of Goals required in the fall semester, the member of the faculty with a probationary contract should use the General Review as a guide. A copy of the General Review evaluation form is provided below.

When a member of the faculty applies for promotion and tenure, all completed copies of the General Review evaluation forms (as well as the Teaching Review forms) are placed in his/her Application Document. All of these forms are *required* supporting documentation for tenure and promotion (including promotion to Professor) as indicated in.

Appendix C: Submission of the Sabbatical Application

The following describes the document known as the Sabbatical Application. The complete application process is outlined in Chapter VII. A [Sabbatical Proposal Application Form](#) can be found in the Faculty Resource Canvas Course.

The Provost may or may not accept a late application. However, s/he will only accept such late applications by arrangements made prior to the application deadline.

Faculty are not allowed to hold employment during a sabbatical without the approval of the Provost.

The Sabbatical Proposal

Your sabbatical proposal is designed to allow the sabbatical committee to understand the scope and depth of your sabbatical project. As you write your proposal, keep in mind that the sabbatical committee audience may be unfamiliar with your discipline. To that end, err on the side of elaboration. If you are conducting a research project, please use standard research language when writing your abstract. The following provides a helpful guideline for your complete application:

1. Abstract (50-100 words)

Provide a concise abstract of your sabbatical proposal. Include in this section:

- a.** A clear purpose for the project(s).
- b.** A detailed description of the project(s).
- c.** Anticipated findings and implications.

2. Description

In order to determine the importance of your work, please describe the project in detail. Include in this section:

- a.** A description of the approach and/or methodology you will apply
- b.** A statement about how your project adheres or contributes to current knowledge or work in the field (include a short bibliography of similar work done in the field)

3. Relevance

To determine the benefits of your sabbatical project, include information concerning:

- a.** The specific impact on your own teaching and learning.
- b.** The specific impact on the University, including your department.

4. Outcomes

Finally, please provide a clear statement of the outcome(s) of the project(s). Include information on the end project(s) of the sabbatical. How do you plan to share your sabbatical experience with the University community?

Appendix D: Student Grievances against Faculty

Process for Student Complaints

a. Consultation Process. A student's complaint against a member of the Instructional Staff about a grade or other academic matter must go through the following consultation process:

- (1) the student, as soon as possible, meets with the teacher and seeks a resolution of the complaint (in the case of a disagreement about a grade calculation, the Grade Review policy, as outlined in the *Undergraduate Catalog*, should be followed);
- (2) if the result of the student's meeting with the teacher is unsatisfactory, then, within ten working days of this meeting, the student may request a meeting with the department Chair about the complaint. (If the teacher is the department Chair, this second meeting is not necessary.);
- (3) if the result of the student's meeting with the department Chair is unsatisfactory, then, within ten working days of this meeting, the student submits a written complaint to the appropriate undergraduate or graduate dean and asks for a meeting with this administrator. This complaint, in the form of a letter to the administrator, explains the nature of the academic dispute.

b. Grievance initiated by a student.

(1) If the student is not satisfied with the result of the consultation process described above, s/he may initiate a grievance. If the instructor is not satisfied with the result of the consultation process, s/he may not file a grievance against a student.

The timetable and process for filing this grievance are found in the General Grievance Process as described in Chapter IX, C. The student is the Complainant. The student may be accompanied by an advisor who is a student.

(2) A student is advised that a grievance is not an automatic appeal system. It is a serious matter concerning the academic integrity of the University. A grievance must be about an alleged injustice. The student will be asked to show specifically what this alleged injustice is (e.g., bias). The student is also advised that the Faculty Grievance Committee may not change a grade. It may only recommend a course of action.

(3) A student who has been suspended or dismissed from the University may not use these faculty grievance procedures to appeal the dismissal or suspension.

Appendix E: Duties of the Department Chair

The duties of the Department Chair include, but are not limited to, those listed below. The categories are listed alphabetically, not according to importance:

Administration

- Serve actively on the Academic Council and communicate its discussions to members of the department
- Serve as a liaison between the members of the department and the administration on mutual concerns of the department and the administration
- Make recommendations to the Provost and to the Rank and Tenure Committee concerning promotion and/or tenure of faculty
- Serve as departmental liaison with external accrediting agencies when relevant to the discipline
- Prepare departmental plans, goals and strategies, annual reports, Academic Program Reviews, self-studies and accreditation reports for submission to the Provost
- Prepare a sound departmental operating budget, indicating all capital requirements for the fiscal year, submitting this budget to the Provost, and administering the department within the constraints of the approved budget

Curriculum

- Consult with the full-time faculty of the department in all matters related to changes in the department's curriculum and the scheduling of courses
- Review and evaluate existing offerings in terms of objectives, content, prerequisites, method, and credit; collaborate with department faculty to develop new courses and programs when needed and to discontinue courses and programs when appropriate
- Prepare recommendations on course offerings and submit them to the Academic Council and the Faculty Assembly
- Plan a regular cycle of course offerings and prepare or revise the departmental section of catalogs
- Furnish copies of all course syllabi to the appropriate dean
- Consult with other departments that might be impacted by a proposed department curriculum change

Department Faculty

- With due attention to courses in the *Undergraduate Catalog*, make personnel recommendations for the department, and along with the Provost, actively participate in recruiting faculty
- Assist department faculty members in their continuing professional development and support scholarly research and/or creative projects within the department
- Submit teaching reviews and faculty evaluations according to the *Faculty Manual* and make recommendations concerning continuing contracts of department faculty to the Provost at the prescribed time
- Submit to the Provost the names and appropriate documentation for all part-time faculty recommended for teaching assignments and the names of full-time faculty recommended for assignments in excess of their contractual loads

- Hire and regularly evaluate adjunct faculty
- In consultation with members of the department, make recommendations regarding teaching schedules
- Hold regular departmental meetings (at least two per semester) and submit a copy of the summary/minutes of each meeting to the Provost and appropriate dean
- Inform department faculty about decisions and developments in the Academic Council and communicated by the administration

Events

- Ensure that the department is represented at University events, such as Open Houses, Fall Festival Weekend, and Connections Day

Library

- Designate a faculty member to collaborate with the librarians on the collection development of the library

Resolution of Conflicts

- Attempt informally to resolve conflicts between department faculty/students, faculty/faculty, faculty/administration, and students/administration

Students

- Coordinate procedures for the recruitment, admission, retention, advising, supervision, internship and field placement, and graduation eligibility of students who are department majors
- Establish and maintain a general information data base and/or file system on current department majors, managed in accordance with FERPA guidelines
- Consult with department faculty to make recommendations for student honor awards
- Facilitate contact with department alumni and communicate information to the Alumni Office, Career Development and Admissions, as appropriate

Appendix F. Duties of a Graduate Program Director

The duties of the Graduate Program Director include, but are not limited to, those listed below. The categories are listed alphabetically, not according to importance:

Administration

- Serve as a liaison between the faculty teaching in the Graduate Program and the administration on mutual concerns of the Graduate Program and the administration
- Serve as departmental liaison, in conjunction with the Vice Provost and Department Chair, with external accrediting agencies when relevant to the discipline or Graduate Program
- Prepare Graduate Program plans, goals and strategies, annual reports, Academic Graduate Program Reviews, self-studies, and accreditation reports for submission to the Provost or Vice Provost
- Oversee the assessment process including plan development, assessment, and development of continuous improvement plans
- Prepare a sound Graduate Program operating budget, indicating all capital requirements for the fiscal year, submitting this budget to the Vice Provost, and administering the Graduate Program within the constraints of the approved budget

Curriculum

- Consult with the faculty, Department Chair and Vice Provost of the Graduate Program in all matters related to changes in the Graduate Program's curriculum and the scheduling of courses
- Review and evaluate existing offerings in terms of objectives, content, prerequisites, method, format, and credit; collaborate with Graduate Program faculty to develop new courses and Graduate Programs when needed and to discontinue courses and Graduate Programs when appropriate
- Prepare recommendations on course offerings and submit them to the Graduate Council and the Faculty Assembly via the Curriculum Review Committee
- Plan a regular cycle of course offerings and prepare or revise the Graduate Program section of the Graduate Catalog
- Furnish copies of all course syllabi to the office of Graduate and Professional Studies
- Consult with other departments or Graduate Programs that might be impacted by a proposed department curriculum change

Department Faculty

- In consultation with the relevant Department Chair and Vice Provost, make personnel recommendations for courses for the Graduate Program, and along with the Department Chair and Vice Provost, actively participate in recruiting faculty
- Submit teaching reviews and faculty evaluations according to the *Faculty Manual* and make recommendations concerning continuing contracts of Graduate Program faculty to the Department Chair and Vice Provost at the prescribed time
- In consultation with the relevant Department Chair, submit to the Vice Provost the names and appropriate documentation for all part-time faculty recommended for teaching assignments and the names of full-time faculty recommended for assignments in excess of their contractual loads
- Work with the Department Chair and Undergraduate Dean or Vice Provost to hire and regularly evaluate adjunct faculty
- In consultation with the relevant Department Chairs, make recommendations regarding teaching schedules

- Hold regular Graduate Program meetings (at least two per semester) and submit a copy of the summary/minutes of each meeting to the Department Chair and Grad office
- Inform Graduate Program faculty about decisions and developments in the Graduate Council and communicated by the administration

Events

- Ensure that the department is represented at University events, such as Open Houses, Fall Festival Weekend, and any events appropriate for Graduate Student participation.

Resolution of Conflicts

- Attempt informally to resolve conflicts between department faculty/students, faculty/faculty, faculty/administration, and students/administration

Students

- Coordinate procedures for the recruitment, admission, retention, advising, supervision, internship and field placement, and graduation eligibility of students who are in the Graduate Program
- Facilitate contact with Graduate Program alumni and communicate information to the Alumni Office, Career Development and Admissions, as appropriate

Appendix G: Faculty Grievance Procedure

DEFINITIONS

Grievance: A cause for complaint that arises from a disagreement that may include, but not be limited to, contracts, staff disputes with faculty, administrators, other staff or students.

Complainant: Person requesting a hearing from the Grievance Committee.

Grievance Committee: Three-full-time employees, not members of the complainant's department, who will hear the grievance and make recommendations. One person is chosen by the complainant, one by the defendant, and one is mutually agreed upon by both.

PROCEDURES

A written petition for a formal hearing is to be submitted to the AVP and Chief Human Resources Officer no later than thirty days after the alleged injustice is known by the complainant. It shall describe the nature of the grievance, state against whom it is directed and describe the informal attempts that have been made to resolve the problem.

The defendant selects one staff member and the complainant a second from a list of current staff. A third member chosen by complainant and defendant is accepted by both parties. The AVP and Chief Human Resources Officer notifies those selected for the Committee in writing. The chair is mutually chosen by the members. After the Committee is formed, there should not be any communication about the grievance among the Committee, complainant or defendant except at the hearing.

The Complainant, defendant and/or their representatives may be present during the oral testimony of witnesses. They may address the Chair for clarification but may neither address the committee nor vote. The complainant may identify all witnesses who support the grievance and the defendant may present witnesses who defend it. The Committee listens to arguments, testimony, reviews issues and may call additional witnesses as needed. After concluding written and oral testimony, the Committee goes into deliberations and makes nonbinding recommendations.

A hearing summary that includes committee recommendations is sent as a memorandum to the AVP and Chief Human Resources Officer for final acceptance, modification or rejection. If the Associate Vice President is party to the grievance, the sealed summary is directed to the President for final action. A copy is made available to both complainant and defendant upon request.

Appendix H: University Symbols

The University Seal of 1934

At its first meeting on July 27, 1934, at St. Xavier Convent in Providence, Rhode Island, the Board of Directors voted to accept the seal of Salve Regina College. This seal depicts Our Lady of Mercy enclosed in a circle and standing before a cross. Around Our Lady's head is inscribed the motto: *Maria Spes Nostra*, Mary our Hope. On one side is the lamp of learning and on the other, the book of wisdom. This seal, according to the by-laws, shall be affixed to all official documents and decrees prepared by Salve Regina University.

The Mace

The mace and its bearer represent a custom that dates back to the Middle Ages. In the academic world, the mace signifies teaching authority. The Salve Regina mace was designed as an octagonal, formalized flower. The staff of ebony represents *lignum vitae*, the tree of life. A circle of eight rigid geometric forms of silver peaked with pyramids of lapis lazuli are representative of the Virtues. The Intellectual and Moral Virtues enable one to lead a fruitful and good life. The extending leaves of blossom deriving from the silver forms are symbolic of one's development in the world. An inner circle of leaves, in close embrace with the central form, and pistil-like cruciform with crown, suggest one's development in love of Christ and the cross.

The Presidential Medallion

The sterling silver medallion bearing the Presidential Shield worn by the University President at all formal academic functions symbolizes the leadership and authority of the institution's highest office. This Medallion symbolizes the commitment of the Sisters of Mercy to Salve Regina University, the dedication to learning of all members of the Salve Regina community, and the unending search for wisdom that flows from the knowledge of the liberal scholar. The silver medallion on this chain is the University Shield.

The Shield

The shield symbolizes the commitment to Salve by the Sisters of Mercy, and represents dedication to learning and the search for wisdom. It is retained for use in official capacities, which uphold the virtue and integrity of the institution and the office of the president.

The Salve Regina University Symbol and Signatures

The Salve Regina University symbol is used to visually identify the university through all print and electronic communication including advertising, marketing publications, letter head and the web site.

The signature is a single unit of identification, composed of the symbol and logotype. This serves to identify the university not only by visual reference but by name as well. There are six signatures available for identifying purposes.

Appendix I: Professional Development Opportunities

Support for the professional development and growth of faculty is critical in maintaining the academic integrity of the University. For this reason, Salve Regina provides generous support for the faculty's efforts, both individually and collectively, to enhance its teaching, research, and service.

The following funds and opportunities are reviewed annually and are subject to change or elimination by the President.

Individual Professional Development Fund (\$800)

A professional fund for each member of the full-time faculty is available primarily for attending conferences, seminars or workshops; however, funds may also be used for:

- Individual professional memberships
- Professional journals not available through our library
- Off-campus retraining
- Multicultural programs
- Exhibits and artistic performances directly and demonstrably related to the faculty member's current teaching and/or research
- Graduate coursework to be applied toward an institutionally approved advanced degree
- Research in preparation for publication or new course development

Funds may not be used for computer hardware and software without the express permission of the Provost and Associate VP for Information Technology. Technology requests, even those related to individual professional development, should be made through the technology budget; computers should be changed or updated as part of the usual refresh cycle.

This fund is non-cumulative and unused funds may not be carried forward into subsequent years. This fund may not be used in instances when a faculty member is compensated for the activity. Funds are available without application and upon the presentation of expense receipts and a completed check requisition form to the Office of Academic Affairs. Funding is reviewed each year and may be adjusted.

Academic Papers Fund (\$1,000)

Funding for conference fees, accommodations and travel are available to reimburse individual faculty invited to participate (e.g., present a peer reviewed paper, chair a panel, or serve on a conference planning committee) at a professional meeting. This funding is available for this academic purpose only and only when a faculty member is not being compensated in any way for the presentation. Those using this fund may not use the Conference Attendance Fund, below, in the same academic year. Funds are to be requested through the Office of Academic Affairs. Funding is reviewed each year and may be adjusted.

Conference Attendance Fund (\$500)

For conference attendance *only* (no active participation in program, as described above); faculty are encouraged to combine this with the \$800 of their individual professional development fund, for a total of \$1300 that can be used for conference attendance not requiring direct scholarly

contribution to a conference program. Those using this fund may not use the Academic Papers Fund, above, in the same academic year. Funds are to be requested through the Office of Academic Affairs. Funding is reviewed each year and may be adjusted.

Provost's Fund

The Provost's Fund is to be used for additional conference travel, research at archives, modest publication costs, special projects, etc. Individuals may request up to \$1,500 in additional funding, and groups may request project funds. Monies will be disbursed on a first-come, first-served basis; however, access to these additional, limited funds is competitive. Moreover, the Provost will seek, for the sake of fairness, to ensure that a wide range of faculty projects is funded from year to year (so, for example, this fund will not be provided to the same faculty members year after year). In the interests of transparency, the names of awardees will be published at the end of each academic year.

Presidential Faculty Award

Each year, any full-time tenured or tenure-track faculty member wishing to pursue a scholarly or creative project that would enhance his or her professional and teaching profile may apply for a teaching load reduction through the Presidential Faculty Award Program. The teaching load reduction is limited to one course per faculty member, with no more than three awards granted in any one year.

Applicants must submit a professional resume and a brief narrative (no more than three pages) describing the proposed project. The narrative should include the primary objective to be accomplished, how this contributes to the professional and teaching profile of the applicant, and/or promotes the mission and objectives of the academic department and the University.

Applications for the following academic year should be submitted to the Department Chair (or, if the applicant is a Chair, to a senior faculty member in a cognate field) no later than June 1. Evaluation of the request will address the quality of the project, enhancement potential, feasibility of accomplishing the project within the specified time frame, and applicability to the Mission of the University.

Evaluations and applications must be submitted to the Provost by June 30. Applications and Evaluations endorsed by the Provost will be forwarded to the President by August 15. The President will review the proposal(s), announce her decision and confer the award(s) in the early fall, in time for planning and budgeting for the course release in the following academic year.

The Sister M. Therese Antone Endowed Fund for Academic Excellence

Established in September 2004, the Sister M. Therese Antone Endowed Fund for Academic Excellence is intended to encourage lifelong learning, the development of new teaching techniques, innovative curriculum development, community service projects, and activities that promote student scholarship. The awards made from the fund recognize and support Salve Regina University faculty who engage in activities that enhance their ability to be premier teachers and scholars and advance student scholarship.

Funds awarded may be used for any academic purpose, including professional development. Funds must be expended within the two academic years following the announcement or the award. Funds not expended within this time period will be returned to the endowment. Two \$5,000 grants will be offered, one to recognize faculty achievement and one to fund new initiatives.

- **Recognition Award:** Full-time faculty members who have completed a minimum of three years of service to the University who are making exceptional and distinguished contributions in their fields may be nominated to receive an *Antone Award for Academic Excellence*. Such contributions include, but are not limited to: Publication of a book or article; exceptional contribution(s) to the visual or performing arts; substantial innovation and dedication to curriculum development and new teaching techniques; a community service project with exceptional academic merit or continuing innovation which has advanced student scholarship. The letter of nomination should be specific regarding exceptional academic work and distinguishing characteristics.
- **Special Project Award:** Full-time faculty members who have completed a minimum of three years of service to the University and who are making exceptional and distinguished contributions in their fields are eligible to apply for the *Antone Award for Academic Excellence*. To apply include a brief description of the proposed project, a statement of the connection between the project and the applicant's previous academic work, proposed use of funds to be awarded, and a statement on how the award will advance student scholarship, benefit curriculum development or encourage student scholars.

Please note that as the "Recognition" Award is an acknowledgement by colleagues for individual excellence, the University does not permit self-nominations for this category. Only one letter of nomination is necessary for this award.

Nominations for the "Recognition" Award and applications for the "Special Project" Award are due June 1 of each year. Please contact the Office of Academic Affairs for information on the "Recognition" Award and "Special Project" Award process.

Collaborative Project Grants

To facilitate increased collaboration between the University's academic disciplines, funding is available to support non-stipend grants for projects involving interdisciplinary activities such as: review, development and delivery of interdisciplinary workshops or seminars; development of interdisciplinary courses; and development of interdisciplinary programs. Proposals, which should include the endorsement of the relevant department chair and dean, are to be submitted to the Provost. Faculty may access this fund once per academic year. Funds for collaborative grants may cover such expenses as:

- Guest Consultants
- Workshops
- Travel
- Conferences
- Research Expenses

Faculty/Student Research Grants

Each year funds are made available to support joint student/faculty research, including conference attendance. Matching funds are generally required of students, departments and faculty members. Preference is given to requests that involve multiple students at modest cost. An application form may be found on the academic affairs document library of *MySalve*.

Sabbaticals

Up to five faculty members are eligible per year for semester-long sabbaticals. Information concerning sabbaticals may be found in Chapter VII and [Appendix C](#). However, sabbaticals remain competitive and those granted must have the strong endorsement of the department chair, the Sabbaticals Committee, the Provost and the President.

Team-teaching Initiative

In an effort to encourage and support interdisciplinary teaching and learning, the University has implemented the following policy:

- Effective September 1, 2012, a team-taught course will count as a whole course for each faculty member who chooses to team-teach, provided that:
- No faculty member may team-teach more than once every four semesters (two academic years);

The Office of Academic Affairs will closely monitor the number of faculty members who are team-teaching, to ensure that the initiative remains financially sustainable.

Additional Opportunities

Faculty members are encouraged to take advantage of the myriad opportunities available on campus each year, including lectures, concerts, workshops and programs, including those offered by Human Resources, IT, Academic Grants, Mission Integration (including the *Collegium*), and the *Center for Teaching and Learning*.

Funding will be reviewed each year and may be adjusted.