TABLE OF CONTENTS

Introductory Section
   The Mission of Salve Regina University
   About Salve Regina University
   Foreword
   A Note on Usage

Part 1 – STATUTES OF THE FACULTY

Faculty Status and Responsibilities
   Chapter I: Faculty Status and the Categories of the Faculty
   Chapter II: Responsibilities and Rights of the Teaching Faculty

Faculty Appointment, Evaluation, Promotion, Tenure and Sabbaticals
   Chapter III: Qualifications for Appointment to the Teaching Faculty
   Chapter IV: Appointment, Reappointment, and Issuance of Contracts to the Teaching Faculty
   Chapter V: The Pre-tenure Review
   Chapter VI: Promotion and Tenure
   Chapter VII: Sabbaticals

Faculty Termination and Grievance Procedures
   Chapter VIII: Termination of Contract
   Chapter IX: Faculty Grievance Procedures

Faculty Governance
   Chapter X: Appointed or Elected Committees of the Faculty
   Chapter XI: Faculty Representative to the Board of Trustees
   Chapter XII: Changes to and Interpretations of the Faculty Manual

Part 2 – FACULTY ASSEMBLY

Part 3 – GENERAL INSTITUTIONAL MATTERS
APPENDICES

Appendix A: Procedures for Faculty Searches
Appendix B: General Review
Appendix C: Teaching Review
Appendix D: Submission of Materials for the Pre-tenure Review
Appendix E: Submission of Materials for Promotion and Tenure
Appendix F: Submission of the Sabbatical Application
Appendix G: Student Grievances against Faculty
Appendix H: Sexual Harassment Policy
Appendix I: Duties of a Department Chair
Appendix K: University Copyright Policy
Appendix L: Professional Development Opportunities
Appendix M: Whistleblower Policy
Appendix N: University Grievance Policy
Appendix O: Confidentiality and Privacy
Appendix P: Internet Policy
Appendix Q: COBRA
Appendix R: Design Services
Appendix S: Office of Information Technologies
Appendix T: University Symbols
Appendix U: Social Media Policy
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.

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, Class Deans, 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 I.

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. 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.”

- Appointment, in an advisory capacity, to a state, national, or international post or to a foundation, or other significant service to one’s profession on a local, regional, national or international level.

- Design and development of computer programs/software of relevance to one’s field.

- Design and organization of professional conferences, exhibitions, or seminars.

- Editing, translation, or review of printed materials, technological materials, or other media.

- Exhibition, publication, or performance of a creative work.

- Original audio-visual or web-based productions that are educational and used by the public.

- Participation in panel discussions at scholarly conventions and meetings.

- Presentations before professional, scholarly, or faculty groups or before groups of the general public on scholarly and academic topics.

- Publications, especially when peer-reviewed: articles, books, chapters of books, reviews, scripts, and musical compositions.

- 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, Appendix J.

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.
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. 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.

**D. 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.

   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.D 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 described in Appendices B and C, 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 and forms, 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 (description and forms, Appendix C) 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 (see Appendix E). 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 and Appendix D 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 and Appendix E 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 and Appendix D.

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 and Appendix E). 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 undergo a Pre-tenure Review, usually in the third year of their employment by the University. 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 December 1 of the third contract year of the probationary period (unless modified as described above), a faculty member on the tenure track presents the materials described in Appendix D: Submission of Materials for the Pre-tenure Review to the Rank and Tenure Committee. As with promotion and tenure, these materials are to be submitted to the Office of Academic Affairs, which in turn makes them available to the committee. The committee reads the materials submitted and issues a brief report, which provides an appraisal of strengths, weaknesses, and areas of concern 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 March 15, 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 not meant to be onerous, but rather helpful to the faculty member. The Pre-tenure Review provides a special opportunity for the tenure-track faculty member and 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.

C. Committee Membership and Participation

The Rank 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.
D. Use of the Pre-tenure Review in the Application for Tenure

The materials submitted for the Pre-tenure Review, as well as the committee’s report and a description of how the candidate has subsequently addressed concerns raised in the committee’s report, must be included in the application for tenure (see Chapter VI: Promotion and Tenure and Appendix E: Submission of Materials for Promotion and Tenure). The candidate’s success in addressing these concerns will be one of several important areas considered in recommendations and decisions concerning tenure.
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 Rank 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 (for example, the Petitioner who was appointed prior to the institution of the mandatory Pre-tenure Review cannot logically be required to have undergone this review).

**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 (see Appendix E) would explain what activities are valued as true professional growth in the Petitioner’s discipline. One role of the Rank 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 the Application Document (Appendix E), 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. The Application Form and Application Document for tenure (Appendix E) for the Petition 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, the questions posed are these: “Will granting tenure to this individual be a positive step for the University? Will granting tenure increase and continue to increase the intellectual vitality of the institution?” The candidate must show that the answer to both questions 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 Application Document for promotion (Appendix E) 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 Application Document for promotion (Appendix E) 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 Petitioner’s Application Document (Appendix E). The Petitioner may see this evaluation. In addition, the Department Chair, writers of letters, and the Rank 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 expected 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 expected that the faculty member will inform all members of one’s department of the intent to apply for promotion and tenure.
a. **Initiation of the Process.** A faculty member who is eligible for tenure or promotion is responsible for initiating the application process. Appendix E contains a copy of the Application Form which must be signed and handed in to the office of the Provost, in order to start this application process (see section D below for the dates of the application process).

b. **Application Forms and Document.** The Petitioner is expected to supply material for his/her Application Document, as detailed in Appendix E: Submission of Materials for Promotion and Tenure, also published by the Office of Academic Affairs as “Guidelines for the Submission of Materials for Promotion and Tenure,” by no later than September 1 (again, see D below for all dates related to the process). The Office of Academic Affairs provides standardized binders for use by petitioners for promotion and tenure.

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 expected to ask full-time faculty of a department to write letters concerning the Petition. At a minimum, the Petitioner asks tenured faculty in the department to write letters concerning an application for tenure, Professors and Associate Professors concerning requests for promotion to Associate Professor, and Professors concerning requests for promotion to Professor. Some of these letters must be in the form of a letter of evaluation (see Appendix E).

   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 Rank and Tenure Committee

   a. The purpose of the Rank 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 Rank and Tenure Committee is elected by the faculty and 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 Application Documents prepared by the Petitioner.

e. With the exception of a letter notifying the Petitioner of the Committee’s vote, 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 Rank and Tenure Committee, his or her own assessment of the Petitioner, and the overall wellbeing of the institution.

Administering this process involves, but is not limited to, the following: assembling the material submitted by the Petitioner for the Application Document (Appendix E); making the Application Document of a Petitioner and supporting material available to the Rank and Tenure Committee and the President; receiving letters submitted for the Petition; receiving the recommendations of the Rank and Tenure Committee; forwarding the recommendations of the Committee to the President.

The Provost meets with members of the Rank 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 Rank 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. 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 Rank 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 (see Appendix E) in September.

2. **September 1** – By this date the completed Application Form, all material for the Application Document (Appendix E), and all letters for the Petition must be submitted to the Office of Academic Affairs.

3. **September 15** – By this date all Application Documents and supporting materials are made available to the Rank and Tenure Committee. By this same date the Rank and Tenure Committee is expected to have its Chair elected and its roster of alternates in place.

4. **November 1** – By this date the Rank and Tenure Committee takes its final votes on all Application Documents and notifies each Petitioner of its vote. In this simple notification, no explanation is given, and no meetings with Petitioners are held.

4. **Between November 1 and 15** – Between these dates the Rank 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.

5. **December 15** – By this date the Provost makes recommendations concerning Petitions and sends them to the President, together with the Committee Reports of the Rank and Tenure Committee and relevant application materials, as needed.

6. **February 15** – By this date the Petitioner is notified of the President’s decision.

### E. Rank 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 Rank 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 D above.

d. The repository of items supplied by the Petitioners – i.e., the Application Document (Part I) and additional supporting material (Part III) – is the Office of Academic Affairs (see Appendix E for a detailed description of these documents). 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. A tie (usually with an abstention) is a negative 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, Abstain). Voting on a Petition is by secret ballot. The breakdown of the vote is recorded (i.e., how many Yes votes, No votes, and abstentions).

h. Individual rationales. When the vote is taken, each member of the Committee provides an individual rationale for his/her vote on a separate piece of paper. The name of the Committee member is not placed on this sheet of paper. This individual rationale may be prepared in advance. The individual rationales are then shared by the entire Committee.

i. Committee rationale. After consulting these individual rationales and conferring with the members of the Committee, 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.
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 on its own sheet or sheets of paper:

- **the Committee’s recommendation on the Petition;**
- **the record of the vote on the Petition;**
- **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 Rank and Tenure Committee considering another Petition from the same individual.

Reports to the Petitioners. A brief report or memorandum is written by the Chair of the Committee for each of the Petitioners, informing each of them of the result of the Committee’s vote. This report does not provide a rationale, and the Committee does not meet with the Petitioners.

### 2. Meeting with the Provost

Between November 1 and November 15, members of the Rank 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 Rank 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.
F. 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 (1) a specific bias, (2) a violation of academic freedom, or (3) a violation of the due process described in these Statutes, as they are written.

   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 Rank 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 Rank 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](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 twenty 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 specified bias;

ii. a specified violation of academic freedom (as defined in Chapter II, D); or

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 his/her rights.

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 Petitioner’s Application Document (see C.1.c above and Appendix E), any material that was given by the Petitioner or the administration to the Rank and Tenure Committee, and the report sent by the Rank 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 Rank 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 Rank 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 Rank 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, the Provost and the President. 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 interest 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 April 1 (i.e., seventeen months 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 F: 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.

*May 1* – Sabbaticals Committee (see Chapter X) elects its chair.

*May 15* – Deadline for sabbatical applications (see Appendix F), which are sent simultaneously to the Department Chair and the Provost.
June 1 – By this date the Department Chair submits a report to the Provost, as described in D.1, below.

June 15 – The Provost submits all sabbatical documents, including the administrative commentaries described in D below, to the Sabbaticals Committee.

June 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.

August 1 – By this date, the Provost submits all sabbatical materials and makes his or her own recommendations to the President.

September 15 – By this date the President makes a decision on sabbaticals for the coming academic year.

October 1 – 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 F) 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 Provost assumes the role of the Department Chair as described in this section.) The Department Chair, by May 10, 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 May 10.
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 May 20.

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 Appendix E) 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 year 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. Before June 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. By no later than August 1, the Provost forwards the following to the President: the Sabbatical Application Document, the Administrative Commentary, and the Report of the
Sabbaticals Committee. The Provost also sends his/her own evaluation of each application and a commentary on the Report of the Sabbaticals Committee.

10. The President, after reviewing the above Report, makes the final decision on sabbatical(s), no later than September 15, for the following academic year.

11. The Provost announces sabbatical recipient(s) no later than October 1, for the following 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.
No final termination for cause may take effect until all internal appeals, which the faculty member wishes to utilize, have been completed.

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.

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.

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 G 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.


The University’s Policy on Sexual Harassment contains information about the procedure for bringing a complaint of sexual harassment. All sexual harassment complaints must first go through the process described in the University’s Policy on Sexual Harassment.

The grievance process described in this Chapter may not be initiated until the procedure outlined in the University’s Policy on Sexual Harassment has been completed. The only type of grievance that may be submitted is a complaint about the result of the investigation and decision process described in the University’s “Policy on Sexual Harassment” (Appendix H).

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 G.

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 Rank and Tenure Committee which deliberated on the Petition; anyone who served as an alternate on the Rank 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 Rank 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. Academic Council

1. Purpose: The Teaching Faculty members of the Academic Council 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 appointed by the Provost, the academic deans and other key academic administrators as appropriate.

3. Chair: Provost.

4. Guests: Any member of the Academic Council 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 Council’s 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. Elections Committee

1. **Purpose:**

   a. To carry out the nominations and elections process for the Speaker of the Faculty Assembly and the following committees:
Core Curriculum Advisory Committee
Curriculum Committee
Evaluation Process Committee
Executive Committee of the Faculty Assembly
Faculty Grievance Committee
Faculty Rank and Tenure Committee
Sabbaticals 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. Core Curriculum Advisory Committee
The Core Curriculum Advisory Committee advises the faculty, deans and Provost on the development, implementation, and assessment of the Salve Regina University Core Curriculum.

a. Membership, Terms, Eligibility and Procedures

i. Nine full-time faculty representatives are elected from the areas of the Core, along with a representative of the professional programs.

ii. Terms are for three years, and are renewable.

iii. The committee may devise its own procedures for applications and its own meetings, as long as they are consistent with these Statutes.
iv. The committee may elect its own chair.

v. Changes to the Core Curriculum could necessitate change to this committee. Such changes should be presented to the Faculty Assembly for a vote, following the guidelines for specific changes to the Faculty Manual as described in Chapter XII.

2. 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.

3. 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.

4. Executive Committee of the Faculty Assembly.
See Part 2 of the Faculty Manual on the Faculty Assembly.

5. 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.

6. Faculty Rank and Tenure Committee (or “Rank and Tenure Committee”).
The Rank 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 Rank and Tenure Committee is a committee of five.

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 Rank and Tenure Committee.

iii. Associate Professors may not run for election to the Rank 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 Rank 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. No more than three faculty members from Arts and Sciences or three faculty members from Professional Studies may serve in a given year.

vi. A member of the Committee is disqualified from reviewing Petitions from a member of his/her 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.

vii. In the unlikely event that a member of the Rank and Tenure Committee served on the Committee when it reviewed a Petitioner’s Pre-tenure Review materials in a previous year, this member must be replaced by an alternate.

viii. The integrity of the role suggests that any committee member unable to render an impartial judgment for any reason should voluntarily remove him/herself from that judgment process and associated discussion and ask to be replaced by an alternate.

ix. Writing a letter for a Petition would disqualify someone from serving, for that Petition only, on the Rank and Tenure Committee or the Review Committee of the Standing Faculty Grievance Committee.

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 Rank 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 Rank 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 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, 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 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.

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 Rank and Tenure Committee are described in Chapters V and VI.

7. Nominations and Elections Committee (or “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.

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

The University’s *Faculty Manual* is a resource provided by the administration for the faculty; it contains information, regulations, policies, and procedures in one convenient book. In unusual circumstances and in the best interests of the University, the Board of Trustees or the President of the University may modify, suspend, or replace what is in these “Statutes” and this *Manual*.

1. A recommended change in the *Faculty Manual* becomes effective when approved by the Board of Trustees. The Board delegates the President to authorize certain changes in the *Manual*.

2. The President appoints a member of the administration who is responsible for publishing the *Faculty Manual*, maintaining the integrity of its text, and incorporating all approved changes. This administrator corrects obvious errors, and updates information which changes periodically.

3. Any change in the *Faculty Manual* is incorporated directly into the appropriate place in the text of the next edition, even if the change is called an amendment. In other words, if a text is changed, it is removed in the next edition of the *Manual* and replaced by the new text; the change is not added as an amendment or placed in an appendix far from its logical context. Substantive changes to the structure and content of the *Manual* are submitted to the joint Administrative-Faculty Commission on the *Faculty Manual*, the Faculty Assembly, the President and the Board of Trustees.

4. Any request for a change in the *Faculty Manual* must be clearly presented. The following may help to make some proposals clear: (a) From (the old wording) and To (the new wording), to indicate a change in existing language; (b) Proposed New Material (or similar heading) to indicate that the proposal is a new item to be inserted and not a rewording of an existing text; (c) a quotation of any material to be deleted; (d) an exact indication of where the proposed change would be located; (e) a rationale for the change.

B. Changes to the *Faculty Manual*

Members of the administration, Teaching Faculty, part-time faculty, faculty committees, the Joint Administration-Faculty Commission on the *Faculty Manual* (Chapter X, C), and Student Government may initiate a request to make a change in these “Statutes” or other sections of the *Faculty Manual*. The Joint Administration-Faculty Commission on the *Faculty Manual* is to be available to provide advice and editorial assistance to any individual or any group proposing a change in the *Manual*.

A proposal to make specific changes is submitted with the exact language to be deleted and/or inserted into the *Faculty Manual*. In the case of a major revision, all substantive changes will be presented, along with complete copies of the current and proposed *Manual*.
The administration may change the Manual at any time to reflect new administrative titles or duties.

The process of revising the “Statutes” must reconcile two forces that seem to go in opposite directions: (a) openness, trust, and professional thoroughness will require a deliberative process that moves cautiously and slowly towards change; (b) a pressing need to correct a problem will require efficiency and quick action.

The change process described below can be reduced to the following logic:

- The Board of Trustees authorizes changes in the Faculty Manual; the President is authorized by the Board to make or approve changes.
- Proposed changes should arrive on the President’s desk with an endorsement that is appropriate to the type of change.
- For proposed changes concerning matters in the “Statutes of the Faculty,” the President expects to receive, in a timely manner, the advice of (1) the Joint Administration-Faculty Commission on the Faculty Manual together with the advice of (2) the Faculty Assembly. The credibility of this advice is strengthened when the Commission and the Assembly have both, independently, voted to approve of any changes.

1. Changes to the “Statutes of the Faculty”

a. The “Statutes of the Faculty” are an important example of faculty-administration cooperation. Proposed changes in the “Statutes” are thus made in this spirit of cooperation.

b. Changes suggested pursuant to B above to the “Statutes of the Faculty” are to be presented to the Joint Administration-Faculty Commission on the Faculty Manual (Chapter X, Section C). The Commission checks proposed changes to see if they are consistent with the rest of the Manual.

c. The Administration-Faculty Commission on the Faculty Manual may make recommendations for minor changes in the “Statutes of the Faculty,” as long as the Commission clearly tells the Teaching Faculty what these changes are. (Examples of minor changes would be moving the date of a deadline, rewording a passage to make it clearer, removing a provision that has proved to be unworkable, and revising an application form or cover page.) The Commission sends its recommendation to the President for consideration of adoption.

d. A faculty committee or member(s) of the faculty may request that new material be added to the “Statutes” or that existing provisions be changed. After the proposed change has received appropriate discussion, it must be submitted to the Joint Administration-Faculty Commission on the Faculty Manual for its consideration.

If the proposed change is major, it is then submitted to the Faculty Assembly for discussion and a vote. The Commission’s opinions concerning the change are made
known to the Faculty Assembly during this discussion. If the Assembly approves of the change, it sends the recommended proposal to the President, with a record of its vote on the matter. The President will then determine whether to include the recommended change(s) to the Faculty Manual. In a spirit of collegiality, the President will provide a rationale, in writing, for any cases where changes to the “Statutes” already approved by the Faculty Assembly are not to be included in the final text of the Faculty Manual.

2. Changes in sections of the Faculty Manual prepared by the administration

All the material in the Faculty Manual, except for the “Statutes of the Faculty” and the constitution of the Faculty Assembly, is prepared or written by the administration of the University. 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.

When changes are made to sections prepared solely by the administration (i.e., “Part 3: General Institutional Information” or appendices that correspond to it), they are to be communicated to the faculty through the Provost.

3. Major revisions to the Faculty Manual

In the case of comprehensive revisions of the Faculty Manual, the faculty is to be provided with a detailed list of structural and substantive changes, as well as copies of both the current and proposed revised text. The Faculty Assembly votes to approve any such major revisions.

C. Interpretations

It is inevitable that the written texts of these “Statutes” and other parts of this Manual will need interpretation in order to clarify how to proceed in a situation that was not anticipated. In those cases where the administration and faculty are both involved in the issue, the Provost and the Chair(s) of the appropriate committee(s) are expected to come to an agreement on how to proceed. In those cases where the issue is strictly a faculty matter (e.g., a committee that reports to the faculty), the committee or committees involved are expected to come to an agreement on how to proceed. Whatever the circumstances, the interpretation is to be made in the spirit of common sense, compromise, and partnership.

The individuals who make interpretations that extend the meanings of the texts in this Manual have an obligation to put those interpretations in the form of recommended changes that could be added to future editions of the Manual. As far as possible, these “Statutes” and the rest of this
Manual are to be interpreted according to the obvious meaning of the text and not according to understandings that are never written down.

All requests for changes to the interpretation of items in this Manual, like all requests for verbal changes, are submitted to the President and Board of Trustees for approval. If there exist differences of interpretation that cannot be resolved through dialogue, the President and Board of Trustees will be the final arbiters of any official interpretation held by the University.
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.

University Employment Policies

Equal Opportunity/Affirmative Action Policy
Salve Regina University does not unlawfully discriminate on the basis of age, sex, race, religion, color, national or ethnic origin, sexual orientation, gender identity, veteran status, disability, 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/Affirmative Action Policy, 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. 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.

Should you have any questions regarding this policy, contact HR at extension 2135.
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.

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.

Whistleblower Policy
A culture of compliance strengthens and promotes ethical practices and respectful treatment of all members of the University community and those who conduct business with the University. This policy is intended to encourage and enable employees and others who have good-faith serious concerns about misconduct, including violations of law, regulations or University policies and procedures or other conduct (“Misconduct”), to raise them with the University before seeking external resolution. This policy is not intended to supplant, but rather to complement and supplement, existing University policies (See Appendix M).

Amorous Relationships
The mission of Salve Regina University calls its employees to accountability and promotes justice and respect in the relationships that exist between faculty/staff and students.

Romantic and sexual relationships between faculty/staff and student, or supervisor and employee, are strongly discouraged, even when such relationships appear or are believed to appear, as consensual. Where a professional power differential exists, such a relationship will be perceived as potentially detrimental to the working and learning environment.

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.
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.

Sexual Harassment
Sexual harassment is illegal under both state and federal law. Salve Regina is committed to providing an environment where men and women may coexist comfortably and productively free from such behavior. This policy applies to all University members (students, faculty, administrators and staff) and functions (recruiting, testing, hiring, upgrading, promoting, demoting, transferring, laying off, terminating, paying, benefiting and selecting for training, sports teams, travel or social events). (See Appendix H.)

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 Drugs and Alcohol, 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.

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 University Grievance Policy (see Appendix N). For the grievance process specific to faculty, see Chapter IX, above, and for student grievances on academic matters, see Appendix G.

Confidential Material
Confidential information is handled by many University offices. Before it may be released to anyone, approval must be received from the appropriate supervisor. Such material is only made
available on a need-to-know basis and employees are cautioned to refrain from discussing or
displaying it to other staff, faculty, students or the public. (See Appendix O.)

Computers and the Internet
The University has 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.

Users are responsible for all transactions made with their identification (ID) codes. They are
expected to safeguard their ID and passwords and to use them only for their intended purposes.
(See Appendix P.)

Drugs and Alcohol
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.

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 University Counseling and the Employee Assistance
Program.

The Director of University Health Services is responsible for the Drug-Free Awareness Program
and offers all faculty, staff and students at least one drug awareness presentation per year along
with numerous educational programs. 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.

Smoking
Rhode Island’s “Public Health and Workplace Safety Act,” effective March 1, 2005, prohibits
smoking in places of employment.

“Smoking shall be prohibited in all enclosed facilities within places of employment without
exception. This includes common work areas, auditoriums, classrooms, conference and meeting
rooms, private offices, elevators, hallways, medical facilities, cafeterias, employee lounges,
stairs, restrooms, vehicles and all other enclosed facilities.”
In accordance with the RI law, the University prohibits smoking inside any University owned or leased building or vehicle. Smoking outside of University owned or leased property must be within designated smoking areas. If no such area exists, smoking by law must always be far enough away from any building so as to prevent the migration of smoke into any enclosed area.

Enforcement of this smoking policy requires the cooperation of everyone. Supervisors should be cognizant of their employee’s compliance with this policy and treat any non-compliance with possible disciplinary action. The Office of Safety and Security, in concert with Residence and Student Life, will enforce this policy as it would any other University policy or state law and reserves the right to impose a penalty for non-compliance.

A list of smoking cessation programs and options available to employees and students may be obtained from either University Health Services or HR.

**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 up to the next nearest $1,000 of an employee’s basic annual salary to a maximum of $50,000. Coverage is reduced to 65% of salary at age sixty-five and to 50% at age seventy. If accidental death occurs, the normal amount of insurance coverage doubles. There is a conversion right at retirement or termination.

**Supplemental Life:** Faculty/staff may purchase an additional policy equal to one, two, three or four times their basic annual salary up to a maximum of $300,000. Group-rate premiums are deducted from biweekly paychecks and bonded according to age. There is a portability right at termination.

**Dependent Life:** Faculty/staff may purchase life insurance coverage for dependents. Premiums are deducted biweekly from 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 07/2013)

The University provides comprehensive health care plans to full-time faculty members. Faculty are eligible for health benefits on their first day of employment. 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 Benefits office.

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 07/2013)

The University offers a comprehensive dental insurance policy to employees. Full-time faculty members are eligible for dental benefits on their first day of employment. Faculty/staff with eligible dependents may choose 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 Benefits office.

COBRA
The Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) and Health Insurance Portability and Accountability Act of 1996 (HIPAA) provide an extended health insurance option to certain employees, including those terminated, their spouses and dependents, who otherwise would be ineligible for coverage. (For an explanation of the laws in their entirety, see Appendix Q).

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 Safety and Security Office. 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). (See below for more details).
**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). 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 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 1-800-445-1195, 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.

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.

Tuition benefits
(Policy updated 01/2012)

Employee Eligibility
After three months of employment, full-time faculty/staff may take regular Salve Regina undergraduate and/or graduate courses for credit.

Guidelines
Faculty/staff may take up to two classes for credit on a non-matriculated basis. In order to take additional courses for academic credit, the employee must apply to the University, be formally accepted into a degree program and fully matriculated. For the benefits to continue, employees must remain in good academic standing, meet a minimum semester GPA (see below) and complete all prior University courses for which they have been registered.

Faculty/staff may receive tuition benefits for up to two courses each semester and for one course each summer session. The benefit extends to online interactive and hybrid courses and up to one workshop per semester on a space-available basis only. Also, on a space-available basis only and with instructor permission, an employee may audit a class (take a class for no credit). Staff auditing courses must follow all other Tuition Benefit guidelines (except matriculation).

Faculty/staff may earn up to two degrees and one certificate of graduate studies under the Tuition Benefit policy (excluding CAGS). All registration and course fees, due at registration, are the employee’s responsibility to pay.

Process
Each semester, prior to course registration, interested staff should obtain a Tuition Benefit form from the HR Office or by downloading one from the MySalve document library. The employee then completes and submits the form to their supervisor for approval. After the appropriate signature is obtained, the employee returns the form to HR for final approval. A HOLD will be
placed on the student’s registration account each semester. Once the tuition benefit form has been completed and submitted to HR, the hold will be released with a future date of no more than 4 business days before the start of the semester. Once the hold is released, the employee/student can register online or in person at the Registrar’s Office.

**Exclusions**
The benefit does not apply to special programs, teachers’ certificates, institutes, individual instruction, directed or independent study, study abroad, section 42 degree completion program courses, online self-paced courses, Ph.D. courses and other courses offered outside the University catalog.

**Dependents**
After two years of continuous full-time employment, a 50% tuition benefit may be applied to costs of undergraduate courses for a dependent qualifying child* or for a spouse. The benefit increases to 100% after three years of full-time employment. In order for the benefit to continue, students must remain in good academic standing and meet a minimum semester GPA (see next section). The benefit is limited to one family member each semester. Dependents are allowed up to five 3- or 4-credit courses and two 1-credit courses each semester and 6 credits each summer session. Spouses or dependents who are eligible for tuition benefits may audit up to 2 undergraduate courses (or take 2 non-matriculating undergraduate courses).

To continue to be eligible for tuition benefits, dependents must formally apply to the University, be academically qualified by meeting all admissions standards, be accepted to the University and fully matriculated. Dependents are subject to and responsible for all general and course fees listed in the college catalog. A dependent may earn up to one undergraduate degree under the Tuition Benefit or Tuition Exchange policies.

Dependent students of full-time employees who are awarded a merit scholarship during the admission acceptance process will retain their scholar status. However, the monetary value of the scholarship will be replaced by the tuition benefit.

**Death or Incapacitation of an Employee**
The University offers this policy to children and spouses of deceased or seriously incapacitated full-time faculty/staff who had at least five years of full-time service and were employed at Salve Regina at the time of death or disability. In such case, a dependent qualifying child* or spouse will be eligible if enrolled within three years of the employee’s death or disability. The policy is limited to one child or spouse for up to one undergraduate degree.

**Niece/Nephew Benefit**
During their active employment, faculty/staff who are single and have no children, are allowed taxable undergraduate tuition benefits for nieces or nephews who are under the age of 24. The employee is taxed on the full amount and the University reports the benefit amount as income on an IRS W-2 form. One niece or nephew may be enrolled at a time. The eligibility requirements and guidelines in the dependent section of this policy also apply to nieces/nephews.
Faculty/staff who leave the University
For those staff who leave the University while receiving tuition benefits for themselves, their dependent qualifying child*, spouse or niece/nephew, the tuition costs will be pro-rated and employees must make payment arrangements with the Business Office for the remainder of the bill.

Minimum Semester GPA
The minimum semester GPA that all undergraduate students must achieve in order for tuition benefits to continue is a 2.0. Graduate students must maintain an average of B- or better in each course.

Students who do not meet the minimum semester requirements for two semesters will become ineligible for any future tuition benefits. Faculty/staff ineligible for tuition benefits may receive further guidance about educational expenses from the Financial Aid Office.

Taxes
The Tax Reform Act of 1986, IRS sections 117 and 127 allow undergraduate tuition benefits to be non-taxable income when received by employees, spouses or a dependent qualifying child* and applied to their tuition bill.

Under current tax law, IRS section 117, graduate tuition benefits for employees are tax free up to $5,250 per year. Any amount over $5,250 is generally taxable unless the course taken is job-related and meets the following requirements under IRS Section 132. A tax-free benefit must:

1. help to maintain or improve job skills
   or be required by Salve Regina University
   or be required to retain a current University position or compensation
   and
2. not be a minimum educational requirement for one’s current position
   and
3. not provide preparation for a new trade or business.

*A dependent qualifying child must (1) be the natural or adopted son, daughter or stepchild of the employee, (2) have the same principal abode as the employee for over half the year, (3) be under age 19 at the end of the year, or if a full-time student, under age 24 at the end of the year, and (4) not provide more than half his or her own support. Employee’s siblings, stepsiblings, grandchildren and other IRS defined qualifying relatives are not eligible to receive tuition benefits. (See IRS Publication 501 for dependency tests and further definitions.)

Tuition Exchange Policy
(Policy updated 07/2013)

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 participate in full scholarships at other TEP institutions.
The program is based on a balanced “import/export” system, in which we must “import” as many students as we “export,” in order to continue to offer these scholarships. The number of students the University may export into the TEP each year is dictated by TEP regulations and the current import credit balance.

Export Guidelines-Employee Eligibility
To be eligible for the TEP, the student/applicant must be the dependent qualifying child* of a full-time employee at the University. TEP does not allow this program to be granted to nieces or nephews. The University must have employed the employee in a full-time position for at least five full years by the first of September in the year in which the dependent qualifying child* has begun receiving the TEP scholarship benefits. Within TEP guidelines, the President reserves the right to determine the eligibility requirements of Senior Administrators, Deans and Directors.

Scholarship Selection Procedure
- If the number of qualified student applicants is less than or equal to the number of scholarships available, all applicants are accepted, as long as they meet all other criteria.
- If the number of qualified student applicants exceeds the number of scholarships available, eligible Senior Administrators and/or Deans will receive the benefit first. For all other employees, seniority as members of the full-time faculty or staff (excluding leaves of absence) will be the determining factor. Seniority will be reduced by ten years for employees who wish to have a second child participate in the program.

If there is a tie in seniority, then the following will occur:
- Tie between Senior Administrator and Dean, Senior Administrator will receive the benefit first. If between two Senior Administrators or two Deans, seniority prevails;
- Tie between two faculty members, rank will prevail, then lottery;
- Tie between two staff members, lottery will be held;
- Tie between faculty and staff members, faculty members will receive the benefit first.

Scholarships Awarded
Each student is limited to one four-year undergraduate degree through the Tuition Exchange or Tuition Benefit policies. The dollar amount of the scholarships at most member TEP colleges is for full tuition. However, the scholarships may be limited by the importing college to the TEP minimum (for 2012-13: $31,000.00). It is the responsibility of the student to pay the balance of any tuition and/or room and board, and/or other fees.

Certain TEP member institutions may require some reimbursement towards tuition in addition to the scholarship amount. Financial aid awards (Pell Grants, etc.) may be included by the member institution in determining scholarship awards. Please note that even though a student may be awarded a TEP scholarship from Salve Regina University, it does not guarantee admission to the TEP college/university of their choice (due to import limits, admission standards, etc.). For better acceptance possibilities, it is suggested that the student apply to a few TEP colleges. Employees will be required to pay the annual participation fee for each dependent participating in the program ($35 in 2013).
**Termination, Death, or Incapacitation of an Employee**
In order for a dependent student to remain eligible for a TEP scholarship, the employee must remain a full-time employee of the University. If an employee retires, or otherwise terminates employment with the University, the student may continue the scholarship only until the end of the semester in progress during which the retirement/termination occurs.

In the event of the death or serious incapacitation of an employee, the dependent student who is already enrolled in a TEP scholarship may continue to enjoy the benefit of enrollment for a total of a four-year scholarship. “Incapacitation” is defined as a disability due to injury or illness, which prevents the employee from performing each of the material duties of his/her regular occupation. (See SRU long-term disability booklet.)

**Limitations**
Admissions: Students must make timely applications and meet regular admissions requirements of the institutions to which they apply.

Academic Performance: Students attending colleges under TEP must meet all requirements established at those institutions. All students enrolled in TEP must be recertified each year.

**Deadlines**
Applications for TEP scholarships must be filed with the TEP liaison officer by no later than the October 1st immediately preceding the academic year for which the scholarship is desired. Any late applicants will be ranked by the date applications are received by the TEP liaison officer, but below any students who have applied prior to October 1st. Any student granted a TEP award must submit written acceptance of the award to the Office of Human Resources no later than May 1st. The student must also submit a copy of the letter of acceptance from the participating institution. Any student not meeting this requirement will forfeit the award to an alternate. The TEP liaison officer at Salve Regina University is the HR Recruitment and Data Specialist.

*A dependent qualifying child must (1) be the natural or adopted son, daughter, stepchild of the employee, (2) have the same principal abode as the employee for over half the year, (3) be under age 19 at the end of the year, or if a full-time student, under age 24 at the end of the year, and (4) not provide more than half his or her own support. Employee’s siblings, stepsiblings, grandchildren and other IRS defined qualifying relatives are not eligible to receive tuition exchange benefits. (See IRS Publication 501 for dependency tests and further definitions.)

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

Employees over age 21 are eligible for participation following one year of benefit eligible service (minimum of 1000 hours per year) either at Salve Regina or a higher educational institution immediately prior to joining the University. This benefit does not apply to work-study employees. The University’s contribution is discretionary. Employees working at least 1,000
hours per year are encouraged to make optional tax-deferred contributions for additional retirement security.

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/CREF 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
If an extended illness necessitates an absence from their teaching assignments or other duties, faculty members will receive one month of sick leave in the first year of their appointment and one additional month’s sick leave for each year of service to the University, up to six (6) months. Thereafter, they may be eligible for the University’s total disability plan. As the balance of the sick leave decreases due to use for longer-term illness, it will be replenished at a rate of one month per subsequent completed academic year, with the maximum sick leave remaining at six (6) months.

The Department Chairperson will arrange with colleagues to cooperate in covering a sick faculty member’s classes during a short period of illness. With the approval of the Provost, a substitute teacher may be hired during an extended period of illness.

Family and Medical Leave Act (FMLA)
(Policy updated 02/2013)

The federal Family and Medical Leave Act of 1993 (FMLA) was passed on February 5 and became effective on August 5 of that year. Rhode Island state law supports unpaid leave for up to 13 weeks in 12-month period measured forward from the date when an employee’s FMLA leave begins. In addition, on January 28, 2008, President Bush signed into law the National Defense Authorization Act for Fiscal Year 2008 and on Oct. 28, 2009, President Obama signed into law the National Defense Authorization Act for Fiscal Year 2010 which, in part, both amended the Family and Medical Leave Act of 1993.

Eligibility
Faculty/staff entitled to FMLA benefits must be employed at Salve Regina for at least 12 months and work a minimum of 1,250 hours during the prior 12-month period. Faculty/staff and spouses who work at the University are entitled to a combined total of 13 workweeks of family leave.
Employees must submit a written request for FMLA benefits to supervisors with a copy to HR 30 days in advance of the need to take FMLA leave when the need is foreseeable. When 30 days notice is not possible, the employee must provide notice as soon as practicable. HR will furnish appropriate US Department of Labor FMLA forms.

**Types of Coverage**

**Parental Leave:** For birth, adoption or foster child placement. Leave cannot be taken intermittently and leave must begin and conclude within 12 months of birth or placement.

**Family Leave:** To assist one of the following immediate family members who has a serious health condition and who needs medical care as a result:

- Spouse: a legal husband or wife (an unmarried domestic partner is not a spouse).
- Child under the age of 18: a biological child, a stepchild, a legally-adopted child, a foster child (pursuant to agreement with state), a legal ward or a child for whom you retain legal day-to-day responsibility. In order to take leave for a child 18 or older, in addition to having a serious health condition and in need of care, the adult son or daughter must also have an ADA-defined disability and be incapable of self-care due to that disability.
- Parent: a biological parent, a person who was your legal guardian when you were a child, a parent-in-law.

**Medical Leave:** For a serious health condition that renders an employee unable to work. It must include at least one of the following:

- An overnight stay in a hospital or medical care facility
- A work absence longer than three days and continuing treatment* or supervision by a health-care provider
- Continuing treatment* or supervision by a health-care provider for a chronic or long-term condition that is either incurable or likely to result in incapacitation for more than three days.
- Treated prenatal care.

*Continuing treatment, except with chronic illness, generally requires at least one visit to a health-care provider followed by a prescribed treatment program. (Medication over a period of time is considered to be a treatment program as are two separate visits to a health-care provider. The two visits must occur within 30 days of the beginning of the period of incapacity and the first visit to the health care provider must take place within seven days of the first day of incapacity.) Continuing treatment for chronic conditions requires at least two visits to a health care provider per year.

Health conditions, not covered by FMLA, include typical cold and influenza, (even if faculty/staff are absent from work for more than three days) except when the condition warrants a doctor, clinic, or emergency room visit and follow-up. Non-incapacitating chronic conditions, such as minor dermatological, orthopedic, or dental problems, do not qualify for FMLA coverage.

**Military Caregiver Leave:** To care for a “covered servicemember” (a current member of the Armed Forces, including a member of the National Guard or Reserves), who is undergoing
medical treatment, recuperation, or therapy, is an outpatient, or is on the temporary disability retired list, for a serious injury or illness that incurred, or for a previous injury that was aggravated, in the line of active duty. Also, to care for a veteran undergoing medical treatment, recuperation, or therapy provided the veteran was a member of the Armed Forces, National Guard or Reserves and is receiving care within five years of their date of discharge. Benefit provides leave to a spouse, child, parent (as defined above), or next of kin.

**Qualifying Exigency Leave:** For a “qualifying exigency” arising out of a servicemember’s current tour of active duty to a foreign country or because the servicemember is notified of an impending call to duty in support of a contingency operation in a foreign country. Qualifying exigencies may include short-notice deployment, attending certain military events, childcare and school activities, addressing financial and legal arrangements, attending counseling sessions, rest and recuperation, post-deployment activities, and additional activities, approved by the employer, which arise out of active duty to a foreign country. Benefit provides leave to a spouse, child or parent (as defined above) of the servicemember.

**School Leave:** Under Rhode Island law, amended in June 1999, a total of 10 hours of unpaid leave within a 12-month period may be used to attend school conferences or other school-related activities for a child of whom the employee is a parent, foster parent or guardian.

**Length of Leave**
Faculty/staff may have a legal right under FMLA to 12 weeks leave in a 12-month period. Under RI state law, staff may take 13 weeks within a two-year period. For the purpose of this policy these entitlements are concurrent. When both faculty/staff and spouse are employed at Salve, they are entitled to a combined total of 13 workweeks of leave for parental or family leave in a 12-month period. The 12-month period is measured forward from the date when an employee’s FMLA leave begins.

If FMLA leave is to care for an injured service member or veteran, staff is entitled to take up to 26 workweeks of leave during a single 12-month period only. When both faculty/staff and spouse are employed at Salve, they are entitled to a combined total of 26 workweeks of leave. If additional leave is needed, staff may be eligible for an additional 13 weeks of FMLA family leave in the following FMLA leave period.

**Intermittent Leave**
When an employee, family member or servicemember is seriously ill or injured, FMLA leave for one illness/injury is sometimes taken in separate blocks of time, generally for doctor appointments or periodic treatment such as physical therapy or chemotherapy. Reduced-schedule leaves are requested by health-care providers and involve fewer daily or weekly work hours. Faculty/staff may require a temporary transfer to another position with equal pay and benefits. The leave is prorated toward statutory entitlement and is not available for birth, adoption or foster care.
Leave After FMLA Expires
Faculty/staff who want to extend FMLA leave beyond what is permitted may apply for Personal Leave by submitting a written request to HR at least two weeks before the FMLA leave expires. The request, which must include the reason for extension and a specific return date, requires both supervisor and senior administrator approval. Granted leave does not guarantee employees positions when they are ready to return to work, although the University will make an effort to place them in the same or similar positions. Personal Leave is unpaid unless it is a result of medical disabilities and accrued benefits are still available. Health and/or dental insurance may be continued while on personal leave, at the employee’s expense for a period of up to 18 months, through the COBRA law.

Benefits while on FMLA Leave
The University pays its share of health insurance premiums up to 13 weeks per the 12-month period while faculty/staff is on leave (or for up to 26 weeks if the leave is to care for an injured service member).

The University retains the right to deduct the employee’s share of health insurance premiums from paychecks during, or at the end of, FMLA leave. It may, with a 30-day notice, cancel the insurance of employees on leave who do not pay their share of premiums. (When this occurs, staff retain insurance rights under COBRA.)

Employees who do not return to work at the end of authorized leave are liable for all University health-premiums paid on their behalf during leave, unless failure to return is due to:
- a continuing recurrence
- another serious health condition (whereby employees are entitled to FMLA leave) or
- circumstances beyond their control

The University may make deductions from paychecks and/or pursue collection.

Using Paid Sick Days While on FMLA Leave
Parental FMLA Leave: When a female employee takes parental leave to deliver a baby, using the RI TDI Guidelines, she may use up to six weeks of accrued sick time. Beyond six weeks, leave time will be unpaid. The other parent taking parental leave may not use sick leave.

Family and Military Caregiver FMLA Leave: Leave will be unpaid.

Medical FMLA Leave: Employees who are out of work for their own medical condition and are receiving temporary disability or workers’ compensation payments have the option of whether or not to use accrued sick time while out after satisfying the applicable waiting period. Use of accrued sick leave is required for the waiting period (three days for Workers’ Compensation). Due to a RI legislative law change July 2012, employees receiving TDI are not required to use any accrued sick time. If accrued time is not used or not available for the waiting period, the leave will be unpaid.
If an employee is out on Medical FMLA leave and not eligible to receive temporary disability or workers’ compensation benefits, they must use accrued sick leave. When all accrued leave has been used, the balance of the FMLA leave will be unpaid.

**Qualifying Exigency Leave:** Leave will be unpaid.

**Bereavement Leave**
The University grants all faculty/staff up to three days of paid leave upon the death of a parent, guardian, sibling, spouse, child, parent-in-law, daughter-in-law, son-in-law, or grandchild. One day leave is granted to attend the funeral of an aunt, uncle, grandparent, niece, nephew or brother/sister-in-law. Faculty/staff are expected to arrange bereavement leave directly with supervisors.

**Military Reserve Leave**
Employees required to participate in military training, as members of the Armed Forces Reserve or National Guard, must notify supervisors at least 30 days prior to that leave. Supervisors then inform the AVP-HR. Staff receive regular paychecks for up to two weeks of leave each calendar year. Upon return to the University, employees submit a copy of the military payment voucher to the Payroll Office and receive the difference between military and University pay. Adjustments are made to paychecks on the next pay date.

**Leave of Absence**
A leave of absence at Salve Regina is an unpaid period of time away from the University for professional growth, personal needs or enrichment. (For leaves due to medical reasons, refer to Family and Medical Leave Act). It is usually granted for up to three months. In unusual circumstances, however, it may be approved for up to one year.

Faculty/staff may participate, at their own expense, in University Group Health and Dental insurance plans for up to 18 months through COBRA and may be covered on the University’s Group Life and Long-Term Disability plans until the end of the month in which the leave of absence begins. Leaves of absence do not count toward years of service or accrual of either Vacation or Sick Leaves.

All full-time faculty/staff are eligible, at the University’s discretion, except for leaves provided under applicable state or federal law. Length and quality of service, attendance, likelihood of continued University employment, reason for the leave, and departmental needs are considered when deciding whether it will be granted. A written request to the supervisor must include:

- Evidence of eligibility
- Evidence that leave will increase individual effectiveness, produce academically or socially useful results or to meet the long-term personnel needs of the department. (A detailed rationale is required to justify the request.)
- If leave is for study, a full description of the program
- Statement of intent about returning to the University

Requests must precede proposed leave by the following number of days: 90 for professional, 30 for personal and 14 for FMLA. Supervisors, Directors/Deans/Vice-Presidents coordinate the
procedure by sending the request and recommendations to the Associate Vice President for HR who forwards it to the President for a final decision. Faculty/staff receive written notification of the decision.

All proceedings are confidential. Those who do not return by the agreed-upon date are considered to have voluntarily resigned.

**Leave for Private Reasons**
Unpaid leaves of absence for private reasons/good cause are granted directly by the President. For guidelines regarding an unpaid Leave of Absence for less confidential reasons, see the previously stated policy.

When personal leave is granted, it is understood that there is no guarantee that the employee will be returned to the same position. Those who do not return by the agreed-upon date are considered to have voluntarily resigned.

**Leave for Jury and Witness Duty**
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 and the Payroll Office in writing. 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.

**After Hours Building Use**
To protect Salve’s community and property, the Office of Safety and Security 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 Security Office with a list of faculty/staff who are authorized to enter their workspace after normal building hours. Security 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 Safety and Security at extension 5500 from University phones and 401-341-2325 from cell phones to indicate where
they will be. When leaving, notify Security; 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 administrators, department heads and 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 complete a Resource 25 online request form to submit to the Office of Conferences & Events. Any questions from Salve Regina University faculty/staff regarding use of space on campus should be directed to the office at 401-341-2197. Questions and concerns regarding classroom space for credit-bearing classes should be directed to the Office of the Registrar at 401-341-2943.

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 Conferences & Events to use University facilities. Any questions from outside agencies and individuals should be directed to the same office at 401-341-2460.

**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 Administration/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.
Campus Dining
Dining facilities, operated by Sodexo Services, are available to faculty/staff in Wakehurst’s Global Café, O’Hare’s Jazzman Café, and Miley Dining Hall. Food may be purchased with either cash or a prepaid Salve Regina University ID card.

Career Development
The Office of Career Development provides services to Salve Regina faculty/staff and their families.

Center for Adult Education
In September 2013 the University opened its Center for Adult Education at 144 Metro Center Blvd. in Warwick, Rhode Island. The Center houses continuing education programs at the undergraduate level, graduate courses, certificate programs, and other University-related functions. On a space-available basis it may be rented to outside groups and organizations.

Design Services
For an overview of the University publishing process, see Appendix R.

External Questionnaires
The Director of Institutional Research has overall responsibility for prompt and consistent handling of external questionnaires. Offices that receive questionnaires are asked to send them to Institutional Research for completion, supervision and mailing.

When applicable, the President will review the completed report no later than one week prior to the deadline. Informational copies of all questionnaires are filed in the Office of Institutional 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 coordinates and is responsible for 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 Office of Human Resources.

Financial Aid Questions
Faculty contacted by students about financial aid matters should refer students to the director, 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 Director of Financial Aid 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 Relations & 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. (See Appendix R for more information.)

**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 Security Office, located in Tobin Hall. Cards are updated periodically. The ID cards can also be used as stored-value cards for purchases on campus. They also provide access to certain buildings.

**Information Technology**
For an overview of the Information Technology offices including Administrative Services, IT and User Support Services, see Appendix S.

**Library**
All faculty/staff may borrow circulating materials from the McKillop Library, as well as from any of the libraries in the HELIN consortium (http://library.uri.edu/). Materials may be borrowed in person at the library, or by placing an online request using the HELIN catalog. Materials requested online will be delivered to the requestor usually within two 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 at http://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: Salve Regina’s archives and special collections are housed in room 023 on the Garden Level of the McKillop Library. The University archives are the official repository for University historical materials. The archives include documents, correspondence, publications, yearbooks, dissertations, Report from Newport, programs from student and alumni activities and background on campus buildings. The Special Collections consist of items that have significance to the university, its individuals, and its programs, including material related to Newport and our gilded age mansions, and books related to the Religious Sisters of Mercy. It is recommended that staff make an appointment in advance to view any of these items, which do not circulate. Additional information may be found at http://library.salve.edu/archives/.

**Liturgies**
(Policy updated 6/4/2013)

Catholic Mass schedule:
Faculty/staff and their families are welcome to attend Mass throughout the year at Our Lady of Mercy Chapel. Regular Sunday Masses are at 11 a.m. and 7 p.m. Weekday Masses are celebrated Monday through Thursday at 12:15 p.m. In general, there is no 7 p.m. Mass on Sunday when the students are on vacation. Please contact the Mercy Center for Spiritual Life at extension 2326 regarding the schedule for holy days, Christmas, Easter and the spring and summer breaks.
**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 Safety and Security. A decal is provided for the left inside corner of the vehicle front window. 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 Safety and Security 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.

**Publicity/Advertising**
Publicity about University people, program and events is generated through the Office of University Relations. News and features about administrators, faculty, staff, students and alumni are regularly sent to area print and broadcast media. To submit a news item or idea for publicity or promotion of the University, faculty may send an email to SRUnews@salve.edu.

Paid media advertising for individual courses, cultural events, public programs or student recruitment is often covered by several offices including Admissions, Graduate Studies and Continuing Education, and University Relations. Recruitment advertising is typically developed via Admissions and Graduate Studies and Continuing Education. University Relations handles overall image advertising and some special events. Faculty with questions and/or ideas about paid media are encouraged to contact the Office of University Relations at 341-2183 for more information.

**Purchasing**
The Purchasing Department 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 2950.
Safety and Security
The Office of Safety and Security, 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 (Newport and Warwick) may be direct dialed. Campus directories are available online through MySalve or through the directories button on all campus phone sets.

University Cancellations

Standard Weather Cancellations
In weather related or other emergencies the Provost will determine, in consultation with members of the President’s cabinet the course of action related to academic courses and activities. Announcements will be made via the University’s messaging system, e-mail system, web site and local media.

The following messages may be used:

1. Classes have been delayed ___. All staff report on time.
2. Classes have been cancelled but the University is open. All staff report to work on time.
3. The University will open at ___. All classes prior to this time have been cancelled. Staff report at ____.
4. Classes have been cancelled as of _____. The University will remain open until ____.
5. The University will close at _____. All classes have been cancelled and staff and students are asked to drive home safely.

Severe Weather or Natural Disasters: Winter Storm/Tornado/Hurricane
Severe winter storms will bring snow, ice, strong winds, and freezing rain. A severe storm is such when the depth of the snow coupled with other wintry conditions isolates the University for an extended period of time.

If the University is planning a campus-wide evacuation students will need at least six (6) hours to leave campus. Notice for a student-wide evacuation from Salve Regina should be completed forty-eight (48) hours before the storm is expected. Depending on the severity of the storm, it may be determined to keep students on campus and offer shelter.

Messaging for severe weather events will begin with “a severe weather alert has been issued for the area” followed by information as indicated above.
University Communications Protocols
The Office of University Relations periodically sends reminders to faculty and staff regarding current University communication protocols related to University communications, media, broadcast e-mail, event promotion and scheduling and print materials. This information, posted in the document library of MySalve under University Relations, is designed to help you share the good work being done at Salve Regina so that we, in turn, may share it with others.

University Photography
Photography for University publications and the web site are coordinated through the Office of University Relations. Faculty with photography requests for events, student presentations and awards or general course-related activities should contact the Office of University relations to determine feasibility of scheduling a photographer. Students and professional photographers are used for both publication and documentation needs. Photography requests not matching publication or web site needs may be subject to fees paid by the requesting department. All efforts are made to limit the amount of fees required.

University Sponsored Trips
University-sponsored student, faculty or staff trips are announced in official Salve Regina publications and sanctioned by senior administrators 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 form immediately.
APPENDICES

Appendix A: Procedures for Faculty Searches
Appendix B: General Review
Appendix C: Teaching Review
Appendix D: Submission of Materials for the Pre-tenure Review
Appendix E: Submission of Materials for Promotion and Tenure
Appendix F: Submission of the Sabbatical Application
Appendix G: Student Grievances against Faculty
Appendix H: Sexual Harassment Policy
Appendix I: Duties of a Department Chair
Appendix K: University Copyright Policy
Appendix L: Professional Development Opportunities
Appendix M: Whistleblower Policy
Appendix N: University Grievance Policy
Appendix O: Confidentiality and Privacy
Appendix P: Internet Policy
Appendix Q: COBRA
Appendix R: Design Services
Appendix S: Office of Information Technology
Appendix T: University Symbols
Appendix U: Social Media Policy
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 or Provost:

1. Advertising copy is approved by the Provost, but actual postings are arranged by Human Resources in communication with the department chair.

2. Search Committees are named by the Provost upon the recommendation of the department chair, who is usually chair or co-chair of the search committee.

3. All searches are conducted online; this process is managed by the Office of Human Resources. Applications not received online are not considered.

4. Committees should narrow the candidate pool down to three candidates, who will be brought to campus for an interview, late in the fall semester or, more often, early in the spring semester.

5. The three candidates will receive information on the University and its mission prior to their visit to campus.

6. The Office of Academic Affairs will collaborate with committee chairs to coordinate campus interviews.

7. Finalists will teach a class and/or give a presentation, and usually meet with the following: search committee, department, relevant dean, Vice President for Mission Integration, Provost, 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.

8. The committee will recommend a finalist for appointment, and the Provost will make a tentative offer and recommend him or her formally to the President. The President has the prerogative of calling the finalists or raising concerns with the Provost.

9. In those rare cases where the President or Provost has reservations or disagrees with the committee’s recommendations, s/he will meet with the committee to discuss his/her concerns. For this reason (and others, such as candidates accepting other offers) it is essential that committees rank-order at least their top three candidates.

10. Salaries are determined by the Provost, in consultation with the President. When warranted, the 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.

11. Ideally, all searches will be completed by March, though timelines will vary by discipline.
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 (see Appendix C).

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 (Appendix C) 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**
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 (see Appendix C). 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 given in Appendix C) 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 E.
General Review Form

Semester ____________  Academic Year ____________

Faculty Status and Academic Responsibilities

A. Faculty Status

Name ______________________________________________________

Present Rank ________________________________________________

Date Rank Received __________________________________________

Year of Original Full Time Appointment __________________________

Present Status (Full Time or Part Time) __________________________

Highest Degree ________________ Date Received _____________

Major Area(s) Associated with the Degree __________________________

Relevant Certification/Registrations Agency Year Obtained

_________________________________ ________________________ _________

B. Academic Responsibilities

1. Teaching: Fall Semester

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
<th>No. of Students</th>
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<td>_______________________</td>
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<td>____________</td>
</tr>
</tbody>
</table>
Clinical or Student Teaching Associated with Above Courses

Course No. _____  No. Credits _____

No. Students _____  No. Clinical Hrs. with Students _____

2. Teaching: Spring Semester

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
<th>No. of Students</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

Clinical or Student Teaching Associated with Above Courses

Course No. _____  No. Credits _____

No. Students _____  No. Clinical Hrs. with Students _____

3. Team Teaching

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
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<tbody>
<tr>
<td>Course</td>
<td>Credits</td>
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</table>

4. Independent Study or Internships

<table>
<thead>
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<th>Fall</th>
<th>Spring</th>
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<tbody>
<tr>
<td>Course</td>
<td>Semester</td>
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</tbody>
</table>
5. **Course Development or Major Course Revision**

   New Course ___________________________________________

   You Revised This Course Substantially _________________

   You Are New to This Course ____________________________

6. **Ph.D. Program**

   Mentor ______ Reader ______ Both ______

**Advising**

Academic Advisement (List only those responsibilities for current year)

Department advising: # of students ______

Freshman academic advising committee ______

**Professional Development**

1. **Advanced or Continuing Education**
   (for current academic year only)

<table>
<thead>
<tr>
<th>Date</th>
<th>CEU</th>
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</table>

2. **Effective and Stimulating Classroom teaching** (evaluation done by Dept. Chair/Director or a designee)

   ____________________________________________________

   Cf. form entitled TEACHING REVIEW

3. **Teaching Innovations**

   ____________________________________________________

   ____________________________________________________

   Release time granted? _______ How much? _______ _______
     Fall         Spring
4. Special Projects

________________________________________________________________

________________________________________________________________

Release time granted? ________ How much? ________ ________

          Fall            Spring

5. Presidential Scholar

________________________________________________________________

6. Sabbatical

________________________________________________________________

________________________________________________________________

Research/Scholarly/Creative Works

1. Written Presentations (published and non published research)

________________________________________________________________

________________________________________________________________

2. Oral Presentations (non-conference)

________________________________________________________________

________________________________________________________________

3. Artistic Presentations (Theater, Music or Art)

________________________________________________________________

________________________________________________________________
4. Other

______________________________________________________________

______________________________________________________________

Membership in Professional Societies

______________________________________________________________

______________________________________________________________

Attendance at Professional Conferences

1. Presentation of Professional Paper(s) (Indicate whether it was a local, regional, national or international meeting)

______________________________________________________________

______________________________________________________________

2. Attendance only (non-presentation)

______________________________________________________________

______________________________________________________________

Grants

1. Developed

______________________________________________________________

______________________________________________________________

2. Submitted

______________________________________________________________

3. Awarded

______________________________________________________________

4. Managing Grant
University Service

1. Committees (Elected, Non-Elected and Appointed)

2. Phonathons  Date(s) ___________________________

3. Open House/Connections Day  Date(s) ___________________________

4. Department/Program Operations (Department Chair/Dean)

5. Guest Lecturer (Details)

6. Coaching (Details)

7. Other

Community Service

1. Services (For Which You Received no Remuneration)

   ___________________________________________________________________

   ___________________________________________________________________

   ___________________________________________________________________
2. Services (For Which You Received Remuneration)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Future Goals (Attach Material if Necessary)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Date: __________________________ Signature of Department Chair (or the appropriate dean if the faculty member evaluated is the Chair)

_______________________________

Date: __________________________ Signature of Faculty Member

*Completed General Review forms are to be signed and submitted to the Office of Academic Affairs by June 30 of each academic year.*
Appendix C: Teaching Review

The form entitled *Teaching Review* should be considered an integral part of the form entitled *General Review* (*Faculty Manual*, Appendix B). It is designed to address the *General Review*’s section on Professional Development especially its subsection entitled *Effective and Stimulating Teaching*.

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 (see Appendix B) and the Teaching Review form. The Provost is responsible for the wording and format of these evaluation forms:

**Teaching Review**

This is a report concerning an observation of a class taught by the faculty member on tenure-track. It is filled out by the department Chair or someone designated by the Chair or Provost. A copy of this evaluation form is provided below.

When a member of the faculty applies for promotion and tenure, all completed copies of this form are placed in his/her Application Document (Appendix E).

**Instructions**

1. This Teaching Review form addresses the principal areas of Planning, Communication Skills, Knowledge of Subject Matter, Interaction Techniques and Instructional Skills. The form itself and its directions are rather straightforward. Because each of the five areas involves circling one of six choices for each statement, the evaluator (preferably the Chair, or if the faculty member under evaluation is the Chair, the appropriate dean) is strongly urged to add a supplementary Comment in each of the five areas.

2. The evaluator should share these Instructions and this form with new faculty members at the beginning of each semester. At that time, he/she should inform the faculty member that his/her teaching performance especially will be evaluated near the end of each semester for the first three years of their appointment. Following the evaluation, the evaluator and the faculty member will review the evaluation, plan for possible future improvements and both will sign off on the end of the form.

3. From the beginning of his/her fourth year of teaching, each faculty member who is not fully promoted or tenured will undergo a similar process. He/she will be evaluated once a year near the end of either semester at a time mutually agreeable to the evaluator and the faculty member. Fully promoted and tenured faculty may make use of this form or include a paragraph summary in the General Review under the section on Professional Development (#2).
TEACHING REVIEW: CLASSROOM OBSERVATION

Note: The intent of the Teaching Review: Classroom Observation is to offer the evaluator a number of focal points in several sections as guidelines during the process of the classroom evaluation. Both the Classroom Observations and the Summary Comments form an integral part of the Teaching Review.

Semester _____________ Academic Year ___________

Name of Faculty Member Being Evaluated: ____________________________________

Course Number and Name of Class: __________________________________________

Directions  Circle one of six choices  1 = not evident  5 = very evident
N/A = not enough information to rate the person being evaluated

Topics of Lesson: _________________________________________________________

Instructional Skills

Planning

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gives evidence of being well prepared and organized.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>2. Objectives are clearly evident.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>3. Designs appropriate activities for meeting objectives.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Communications Skills

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Speaks and writes in an understandable and grammatically correct manner.</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>5. Speaks in an interesting and enthusiastic manner.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Knowledge and Teaching of the Subject Matter

6. Exhibits knowledge of the subject matter, including current developments in the discipline. 1 2 3 4 5 N/A

7. Presents the concepts/topics clearly and precisely 1 2 3 4 5 N/A

8. Presents the concepts/topics in a well organized way. 1 2 3 4 5 N/A

Interaction Techniques/Instruction Skills

9. Establishes good rapport with students. 1 2 3 4 5 N/A

10. Is sensitive to students’ grasp of material. 1 2 3 4 5 N/A

11. Creates an atmosphere of freedom for expressing ideas. 1 2 3 4 5 N/A

12. Encourages critical thinking and creative problem solving. 1 2 3 4 5 N/A

13. Elicits student participation when appropriate. 1 2 3 4 5 N/A

14. Provides clear directions. 1 2 3 4 5 N/A

15. Achieves closure:
   a. reviews or summarizes lesson 1 2 3 4 5 N/A
   b. previews future class 1 2 3 4 5 N/A

16. The course helps to prepare students for pertinent National Examinations such as but not limited to: the GRE, MCAT, NLN, MT(ASCP), LSAT, Praxis II, and CSW. 1 2 3 4 5 N/A
TEACHING REVIEW: SUMMARY COMMENTS

Note: The intent of the Teaching Review: Summary Comments is to offer the evaluator an opportunity to discuss with the faculty member the experience of the Teaching Review: Classroom Observation (above) and to present after a sufficient discussion with him/her some written summary under comments in each of the following sections.

Semester ____________  Academic Year ____________

Name of Faculty Member Being Evaluated

________________________________________________________________________

Course Number and Name of Class

________________________________________________________________________

Topics of Lesson

________________________________________________________________________

PLANNING

In comments under this heading the evaluator should bear in mind some of the following: preparation, organization, clearly evident objectives and appropriate activities to achieve them.

Comments

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
COMMUNICATION SKILLS

In comments under this heading the evaluator should bear in mind some of the following: communicates effectively in speaking and in writing.

Comments

_______________________________________________________________________

_______________________________________________________________________

_______________________________________________________________________

KNOWLEDGE OF SUBJECT MATTER

In comments under this heading the evaluator should bear in mind some of the following: demonstrates a knowledge of the subject matter and its current developments, demonstrates an ability to make the subject matter meaningful to the student.

Comments

_______________________________________________________________________

_______________________________________________________________________

_______________________________________________________________________

INTERACTION TECHNIQUES

In comments under this section the evaluator should bear in mind some of the following: establishes a good rapport with students, elicits student participation, responds appropriately to student questions, creates an atmosphere of freedom to question, disagree and express ideas, etc.

Comments

_______________________________________________________________________

_______________________________________________________________________

_______________________________________________________________________
INSTRUCTIONAL SKILLS

In comments under this section the evaluator should bear in mind what they consider the more significant points under this section in the Teaching Review: Classroom Observation.

Comments

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

(DATE) (Name of the Evaluator)

(Signature of the Evaluator)

(DATE) (Name of the Faculty Member)

(Signature of the Faculty Member)
Appendix D: Submission of Materials for the Pre-tenure Review

Unless they have been granted credit toward tenure (see Chapter IV, B.4.b and Chapter V, B), tenure-track faculty members undergo a mandatory Pre-Tenure Review in their third year at the University. Faculty granted credit toward tenure undergo the review in a year to be determined at the time of their hiring, which is then documented in writing by the Provost to the faculty member and his/her Department Chair.

The following materials are to be submitted to the Office of Academic Affairs by December 1:

- **Part I**: A brief narrative no longer than 1500 words, addressing the areas of teaching (including academic advising), professional development (research, creative work, leadership on professional boards and organizations, etc.), and service to the community, as described in Chapter II: Responsibilities and Rights of the Teaching Faculty. Faculty should limit discussion to work done at Salve Regina University.

- **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 year of review)

- **Part III**: A copy of student evaluations for all semesters spent at Salve Regina University, as well as a brief commentary on them. The commentary should be no longer than 500 words. Since the online evaluation system provides numerical summaries and student comments, there exists no need for the involvement of an additional party in this process.

The following materials are *not* required in the Pre-tenure Review:

- Copies of publications (though the Rank and Tenure Committee may request such copies)

- Letters of evaluation or recommendation

The Office of Academic Affairs gathers these materials and makes them available to the Rank and Tenure Committee by no later than January 15. By no later than March 15, the Committee’s report is to be sent to the faculty member, the Department Chair, the appropriate dean, and the Provost.
Appendix E: Submission of Materials for Promotion and Tenure

Guidelines for Preparing Documents for the Promotion and Tenure Petition

The intention of these guidelines is to help the Petitioner prepare the promotion and/or tenure Application Document. Chapter and section numbers refer to the Faculty Manual.

To start the application process for tenure and/or promotion:
The Petitioner is to sign and date the appropriate Application Form (see below) and hand it in to the Office of the Academic Affairs by June 1 or, if University offices are closed on June 1, the first day that offices are open after June 1.

The next step: Preparation of the Petition document.
Chapter VI of the “Statutes,” C.1 of the Faculty Manual requires the Petitioner to turn in application materials to the Office of the Academic Affairs by September 1. This document contains the following:

Part I. The Application Document

Application Form
Given below in this appendix

Curriculum Vitae
Updated to the time of submission

Detailed Rationale
In the Detailed Rationale, the Petitioner describes how s/he has met the requirements for tenure and/or promotion as found in the Faculty Manual. Evidence for the rationale should be provided in Part III of the Petition. The Petitioner should begin the Detailed Rationale as follows:

1. Address the general responsibilities of the Teaching Faculty (Chapter II) and the general criteria for promotion and tenure (Chapter VI, B.a-j).

2. Then, continue the narrative by addressing the specific criteria that are appropriate to the specific petition:
   - Criteria for tenure (B.2)
   - Criteria for promotion to Associate Professor (B.3)
   - Criteria for Promotion to Professor (B.4)

3. Petitioners applying for tenure should describe how they have responded to concerns expressed in the Pre-tenure Review report from the Rank and Tenure Committee, which is to be included in the supporting documentation listed below.

In this Detailed Rationale of the Application Document the Petitioner should discuss the following:
- The Petitioner’s competency in performing academic duties inside and outside of the classroom will continue and remain vibrant.
• The conduct of the Petitioner will remain consistent with the Mission and policies of the University.
• The Petitioner continues and will continue to maintain an intellectual vitality that manifests itself in teaching and scholarship.
• The Petitioner will contribute unique and valuable abilities to the University and its Mission.
• The Petitioner should comment on how granting promotion and/or tenure would be a positive step for the University.
• The Petitioner should comment on how granting promotion and/or tenure will continue to increase the intellectual vitality of the University.

Chapter VI, B.1. General Criteria
The questions asked by the President, Provost, and the Rank and Tenure Committee when evaluating a petition for promotion and/or tenure can be summarized as follows: Has the case been made that the Petitioner is an excellent teacher, scholar and has provided service to the University and his/her discipline? Thus, the Application Document must sufficiently address and provide a detailed rationale and evidence in each of these areas; teaching, research and scholarship and service. For the General Criteria Requirements (VI, B.1.b-g and j), the Petitioner is expected describe how s/he has met the requirements.

Teaching (Chapter II, A.1)
In the Detailed Rationale descriptions of the Petitioner’s teaching should include information on the following activities:
• Effectiveness in communicating the content of the discipline and stimulating attitudes of intellectual curiosity
• Competent fulfillment of teaching duties
• Observance of academic regulations concerning course schedules, examinations, submission of grades
• Clear direction given to students and fair evaluation of their work in examinations
• Research and development of new methods, approaches and courses
• Regular academic advising of students
• Posted and maintained office hours
• Role as an adviser to students
• Future goals in teaching excellence
  • Incorporated developments in one’s discipline into teaching
  • Been an academic role model for students
  • Ongoing academic advising and mentoring of students

Research and Scholarship (Chapter II, A.2)
Descriptions of the Petitioner’s scholarship should include information on activities such as:
• Scholarly and artistic creation: (articles, books, chapters, reviews, scripts, musical compositions, exhibitions, translations, computer software creation, edition, scholarly presentations, panel discussions, etc., related to one’s discipline)
• Awards: (receipt of awards, fellowships, grants, honorary memberships, commissions, etc, related to one’s scholarly or creative work in the discipline)
The Petitioner is also expected to provide a statement describing the following:

- Continuing development in scholarship, intellectual curiosity and growth after earning his/her degrees or scholarly activities after a previous promotion or receiving tenure.
- Plans for continuing his/her scholarly activities and keeping up with developments in the discipline
- Future goals in scholarly activities

**Service to the University and to One’s Discipline (Chapter II, A.3)**

Descriptions of the Petitioner’s service to the University and one’s discipline should include information on activities such as:

- Participation in meetings of the faculty
- Participation in department meetings, department committees, effective
- Contribution to the development, functioning and operation of the Petitioner’s department
- Attendance at commencement ceremonies, convocations, and other events where faculty presence is important
- Contribution to the University through membership on University committees
- Facilitation of student involvement in community service
- Pro-bono service to the larger civic, social and cultural community: i.e., a service which may relate to academic expertise but also promotes goodwill toward the University.
- Mentor to new faculty
- Plans for continuing service to the University and its mission
- Service to one’s discipline: (appointment to state, national or international organizations, active work with professional societies, or the design and organization of professional conferences, exhibitions or seminars related to one’s discipline)

**Part II. Letters**

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

The Petitioner should limit letters to a reasonable number such that documentation of excellence in teaching, scholarly activities and service to the University and its mission are sufficiently addressed. All letters must be accompanied by the University Cover page (below). Some letters, as indicated below, are required; others are optional. Please note: all letters received without a cover page, or with a cover page where the Petitioner has failed to indicate whether or not s/he waives the right to see the letter, will be destroyed.

Although the Petitioner has the right to indicate that s/he wishes to see letters requested of colleagues, s/he should also be aware that confidential letters are routinely weighted more heavily by the Rank and Tenure Committee. In particular, it is recommended that the right to see
letters from the appropriate dean and department chair and/or graduate program director be waived.

**Letters of Recommendation** (including Rationale for the Recommendation)
- Appropriate Dean *(required)*
- Department Chair or Program Director *(required)*

**Letters of Evaluation**
Letters should evaluate the Petitioner’s teaching, advising and reputation among colleagues and students, explain the value of the Petitioner’s scholarship and research or describe the Petitioner’s service to the University and its mission.
- Letters from current or former members of Salve Regina University’s teaching and/or administration *(a minimum of 3 are required)*
- Letters from professionals, peers or colleagues

**General Letters of Recommendation**
Letters should discuss the Petitioner’s teaching, advising and reputation among colleagues and students, assess the Petitioner’s scholarship and research or describe the Petitioner’s service to the University and its mission. Confidential letters must have the University cover page signed and attached to be considered so.
- Letters of support from professionals, peers or colleagues
- Letters from former students

**Part III. Supporting Documentation**

The supporting documentation should be assembled in the same order in which they were organized for your Curriculum Vitae and Detailed Rationale (Part I). Some supporting evidence may be in the form of letters that were requested by the Petitioner (Part II) and therefore is not included here.

**Curriculum Vitae**
- Qualifications, credentials, relevant certifications (copy of terminal degree, etc.)
- Required time at University (copy of dated contracts)
- General Reviews *(required)*
- Pre-tenure Report from the Rank and Tenure Committee *(required)*

**Excellence in Teaching**
- Teaching Reviews
- Documentation of Excellence in Teaching (selected course syllabi, assignments, activities, exams, etc.)
- Summaries of course evaluations by students

**Scholarship and Research**
- Copies of all publications as well as documentation of other scholarly activities (evidence of scholarly and artistic works, awards, service to one’s discipline, etc.)
Service to the University and One’s Discipline

- Work produced by a committee on which the Petitioner served
- Documentation of service learning activities with students
- Work produced for or with a professional or scholarly organization

Note: Personal items such as thank-you notes from students or colleagues or materials that do not directly relate to teaching, scholarship or service to the University or one’s discipline should not be included.
Application Form/Tenure

To the Provost:

I hereby formally initiate my application for tenure.

Name:

Department/Program:

____________________________________  _____________
Signature                               Date

Instructions for the applicant

This signed Application Form is due in the Office of Academic Affairs no later than September 1 or, if University offices are closed on September 1, the first day that offices are open after September 1.

Consult the Faculty Manual, “Statutes of the Faculty,” Chapter VI for information on the process of applying for tenure. Section B of Chapter VI lists the Criteria for tenure. Guidelines for the preparation of application materials are given in this appendix, above. All of these materials are due by September 1. Standard binders are available from the Office of Academic Affairs.

Please keep a copy of this Application Form for your files.
Application Form/Promotion and Tenure

To the Provost:

I hereby formally initiate my application for promotion and tenure.

Name:

Department/Program:

Applying for promotion to the rank of _____________________________.

________________________________________  ____________
Signature  Date

Instructions for the applicant

This signed Application Form is due in the Office of Academic Affairs no later than September 1 or, if University offices are closed on September 1, the first day that offices are open after September 1.

Consult the Faculty Manual, “Statutes of the Faculty,” Chapter VI for information on the process of applying for promotion and tenure. Section B of Chapter VI lists the Criteria for promotion and tenure. Guidelines for the preparation of application materials are given in this appendix, above. All of these materials are due by September 1. Standard binders are available from the Office of Academic Affairs.

Please keep a copy of this Application Form for your files.
Application Form/Promotion

To the Provost:

I hereby formally initiate my application for promotion.

Name:

Department/Program:

Applying for promotion to the rank of ________________________________.

________________________________________  _________________
Signature                                    Date

Instructions for the applicant

This signed Application Form is due in the Office of Academic Affairs no later than September 1 or, if University offices are closed on September 1, the first day that offices are open after September 1.

Consult the Faculty Manual, “Statutes of the Faculty,” Chapter VI for information on the process of applying for promotion. Section B of Chapter VI lists the Criteria for promotion. Guidelines for the preparation of application materials are given in this appendix, above. All of these materials are due by September 1. Standard binders are available from the Office of Academic Affairs.

Please keep a copy of this Application Form for your files.
TO:

I am applying for tenure and I request that you provide a letter of evaluation for this application. This letter will be reviewed by the Professional Affairs Committee and by the administration. It is due in the Office of Academic Affairs by September 1. Please make sure that this cover page is attached to your letter. Letters received by the Office of Academic Affairs without a signed cover page will be destroyed. Thank you.

Applicant:
Department or Program:

☐ I also request that your letter be a confidential letter of evaluation. This means that I voluntarily and freely waive my rights to read it.
☐ I retain my right to read letters submitted on my behalf.

_________________________________________  ___________________
Signature                                      Date

For the writer of this letter of evaluation:

May the applicant use your letter again for another tenure or promotion application in the future?

☐ YES  ☐ NO

You have been requested to write a letter of evaluation. This type of a letter allows the individuals who read it – the President of the University, members of the administration, and the Professional Affairs Committee – to gain a better understanding of the applicant’s qualifications. Such qualifications would include the applicant’s teaching, scholarship, and service to the University. Scholarship is a very broad term which includes publications, research, artistic activities, work with academic and learned societies, contributions to the applicant’s field, and so forth.

In your letter, please evaluate at least one aspect of the applicant’s qualifications. In other words, explain and elucidate for the reader the logic of the applicant’s request for tenure. Please do not write a general letter of recommendation. A member of the Salve Regina University faculty should consult the Faculty Manual and address the issues raised in “Statutes of the Faculty,” Chapter VI (especially Criteria for Promotion and Tenure, section B). Someone who is not a member of the Salve Regina community should keep in mind the following quotation from the Faculty Manual:

“Will granting tenure to this individual be a positive step for the University? Will granting tenure increase and continue to increase the intellectual vitality of the institution?” The candidate has to show that the answer to both questions is “yes.” If you need further information (e.g., a resume), please contact the applicant.
Cover Page: Request for Letter of Evaluation - Application for Promotion and Tenure

TO:

I am applying for promotion and tenure. I request that you provide a letter of evaluation for this application. This letter will be reviewed by the Professional Affairs Committee and by the administration. It is due in the Office of Academic Affairs by September 1. Please make sure that this cover page is attached to your letter. Letters received by the Office of Academic Affairs without a signed cover page will be destroyed. Thank you.

Applicant:
Department or Program:
Requesting promotion to the rank of:

☐ I also request that your letter be a confidential letter of evaluation. This means that I voluntarily and freely waive my rights to read it.
☐ I retain my right to read letters submitted on my behalf.

____________________________________  ________________
Signature                                Date

For the writer of this letter of evaluation:

May the applicant use your letter again for another tenure or promotion application in the future?

☐ YES  ☐ NO

You have been requested to write a letter of evaluation. This type of a letter allows the individuals who read it – the President of the University, members of the administration, and the Professional Affairs Committee – to gain a better understanding of the applicant’s qualifications. Such qualifications would include the applicant’s teaching, scholarship, and service to the University. Scholarship is a very broad term which includes publications, research, artistic activities, work with academic and learned societies, contributions to the applicant’s field, and so forth.

In your letter, please evaluate at least one aspect of the applicant’s qualifications. In other words, explain and elucidate for the reader the logic of the applicant’s request for promotion and tenure. Please do not write a general letter of recommendation. A member of the Salve Regina University faculty should consult the Faculty Manual and address the issues raised in “Statutes of the Faculty,” Chapter VI (especially Criteria for Promotion and Tenure, section B). Someone who is not a member of the Salve Regina community should, when writing this letter of evaluation, (1) explain why the applicant is qualified for promotion and (2) keep in mind the following quotation from the Faculty Manual:

“Will granting tenure to this individual be a positive step for the University? Will granting tenure increase and continue to increase the intellectual vitality of the institution?” The candidate has to show that the answer to both questions is “yes.” If you need further information (e.g., a resume), please contact the applicant.
Cover Page: Request for Letter of Evaluation – Application for Promotion

TO:

I am applying for promotion and I request that you provide a letter of evaluation for this application. This letter will be reviewed by the Professional Affairs Committee and by the administration. It is due in the Office of Academic Affairs by September 1. Please make sure that this cover page is attached to your letter. Letters received by the Office of Academic Affairs without a cover page will be destroyed. Thank you.

Applicant:
Department or Program:
Requesting promotion to the rank of:

☐ I also request that your letter be a confidential letter of evaluation. This means that I voluntarily and freely waive my rights to read it.
☐ I retain my right to read letters submitted on my behalf.

____________________________________  __________
Signature                                      Date

For the writer of this letter of evaluation:

May the applicant use your letter again for another tenure or promotion application in the future?

☐ YES  ☐ NO

You have been requested to write a letter of evaluation. This type of a letter allows the individuals who read it – the President of the University, members of the administration, and the Professional Affairs Committee – to gain a better understanding of the applicant’s qualifications. Such qualifications would include the applicant’s teaching, scholarship, and service to the University. Scholarship is a very broad term which includes publications, research, artistic activities, work with academic and learned societies, contributions to the applicant’s field, and so forth.

In your letter, please evaluate at least one aspect of the applicant’s qualifications. In other words, explain and elucidate for the reader the logic of the applicant’s request for promotion. Please do not write a general letter of recommendation. A member of the Salve Regina University faculty should consult the Faculty Manual and address the issues raised in “Statutes of the Faculty,” Chapter VI (especially Criteria for Promotion and Tenure, section B). Someone who is not a member of the Salve Regina community should, when writing this letter of evaluation, explain why the applicant is qualified for promotion.

If you need further information (e.g., a resume), please contact the applicant.
Appendix F: 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 (or cover sheet) is provided below.

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?
Salve Regina University

Sabbatical Proposal Form

To the Applicant:

This form needs to be forwarded to the Provost as the cover sheet of your formal proposal on or before April 1.

Name: ___________________________________  Rank: __________________________

Chair: __________________________  Department: _________________________________

Dean: _______________________________________________________

Office Phone: __________________________  Email: ________________________________

Date of original appointment: ___________________________________

Date of application: ____________________  Date of last sabbatical: ____________________

Semester(s) and Year(s) for which you are applying: ____________________________

Semester(s)  Year(s)

Today’s date: ___________________________________

Signature: __________________________________________

161
Appendix G: 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.

[NB: The ad hoc Working Group on the Faculty Manual recommends that this policy be reviewed and possibly revised or replaced, with input from faculty, academic deans, and the Dean of Students; however, until such a policy is approved, the current one remains in effect.]
Appendix H: Sexual Harassment and Title IX Policy

This policy applies to all members of the Salve Regina University community - including students, faculty, administration and staff in relation to recruiting, testing, hiring, grading, promotion or demotion, transfer, layoff, termination, rates of pay, benefits and selection for training, sports teams, travel or social events.

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.

SEXUAL HARASSMENT
Salve Regina University is committed to providing a learning and work environment where women and men coexist comfortably and productively, free from sexual harassment. Such behavior is inappropriate and illegal under both state and federal law - and will not be tolerated at this University.

Prohibited Behaviors at Salve Regina University
Prohibited sexual harassment includes unsolicited and unwelcome contact that has sexual overtones. While this is not an exhaustive list, it may include:

1. Unwelcome sexual advances,
2. Requests for sexual favors,
3. Other verbal or physical conduct of a sexual nature,
4. Situations in which benefits are granted or withheld based on submission to or rejection of unwelcome requests or conduct, based on a statutorily protected characteristic, such as sex.
5. Situations in which the University environment is sexually hostile or oppressive to members of the University because of the actions of co-workers, supervisors, students or other members of the Salve Regina University community.
6. Written contact, such as sexually suggestive or obscene letters, faxes, e-mail, notes, invitations, etc.,
7. Verbal contact, such as sexually suggestive or obscene comments, threats, slurs, epithets, jokes about gender-specific traits, sexual propositions,
8. Physical contact, such as intentional touching, pinching, brushing against another's body, impeding or blocking movement, assault, coercing sexual intercourse,
9. Visual contact, such as leering or staring at another's body, gesturing, displaying sexually suggestive objects or pictures, cartoons, posters or magazines,
10. Hostility directed at employees because of their sex, even in the absence of a sexual component,
11. All other kinds of inappropriate and/or unlawful harassment including racial or ethnic harassment and that which targets people with disabilities.
Sexual harassment also includes continuing to express sexual or social interest after being informed that the interest is unwelcome - and using sexual behavior to control, influence or affect the studies, career, salary or University environment of another member of the Salve community.

It is impermissible to suggest, threaten or imply that failure to accept a request for a date or sexual intimacy will affect one's prospects for advancement. For example, it is forbidden either to imply or actually withhold support for an appointment, promotion, or change of assignment, or suggest that a poor performance report or grade will be given because an employee or student has declined a personal proposition.

Also, offering benefits, such as promotions, favorable performance evaluations, better grades, favorable assigned duties or shifts, recommendations or reclassification in exchange for sexual favors is forbidden.

**Harassment by Non-Employees**

In addition, Salve Regina University will take all reasonable steps to prevent or eliminate sexual harassment by non-University community members who are likely to have contact with members of the Salve Regina University community within the workplace.

**Prevention Plan**

Salve Regina University shall take all reasonable steps to see that this policy prohibiting sexual harassment is followed by all students, employees, supervisors and others who have contact with our University community members. This prevention plan will include training sessions, ongoing monitoring of the University, and annual distribution of policy to employees.

**Discipline**

Any student, staff member, faculty, or administrator found to have violated this policy shall be subject to appropriate disciplinary action, including warnings, reprimand, suspension, expulsion or discharge, according to the findings of the complaint investigation.

If an investigation reveals that sexual harassment has occurred, the harasser may also be held legally liable for his or her actions under state or federal anti-discrimination laws, or in separate legal actions. Salve Regina University reserves the right to pursue all indemnity claims against the harasser for damages suffered by the University because of the harasser's proven misconduct.

**Retaliation**

The University will not engage in nor tolerate any form of retaliation. Any member of Salve Regina University bringing or witnessing a sexual harassment complaint or others participating in the investigatory process of such a complaint are protected from retaliation for reporting or participating in an investigation and will not be adversely affected in terms and conditions of education or employment, or discriminated against or discharged because of the complaint. Any complaints of retaliation will be promptly investigated and those individuals found to be responsible will be subject to disciplinary measures. False complaints intentionally or maliciously brought shall be considered a policy violation and corrective action, up to and including discipline and/or termination of employment or other relationship, will be taken. The University's legal counsel may be consulted to further assure that all parties' rights are respected.
Complaint, Retaliation and Appeals Procedures
The Associate Vice President for Human Resources (AVP-HR) is designated as the contact person for sexual harassment complaints and/or retaliation and appeals. You may call 401-341-2135. All complaints of sexual harassment shall be referred to the AVP-HR, or to any supervisor of your choice, either in writing, by filling out the attached Complaint Form, or by requesting an individual interview. All complaints shall be handled as confidentially as possible, with disclosure of allegations provided only to those with a need to know. The sexual harassment contact person will fairly and promptly investigate and resolve all formal complaints involving violations of this policy and recommend to the President the finding and appropriate sanctions to be imposed against proven violators. If the accused employee wishes to appeal the complaint or sanctions, he or she should send an e-mail to the AVP-HR.

Training
Salve Regina University will establish ongoing training sessions for all community members concerning their right to be free from harassment, including sexual harassment, and the procedures available if they are harassed.

A copy of this policy will be distributed to all University community members and posted in areas where all members will have the opportunity to freely review it. Salve Regina University welcomes your suggestions for improvements to this policy.

The above policy is within compliance of the following agencies:

Rhode Island Commission for Human Rights
180 Westminster Street, 3RD Floor
Providence, RI 02903-1918
(401) 222-2661
http://www.richr.ri.gov

And

Equal Employment Opportunity Commission
475 Government Center
Boston, MA 02203
(800) 669-4000

These agencies can also be consulted if you require any further information.
TITLE IX

Educational institutions that receive federal financial assistance are covered by Title IX, an all-encompassing federal law that prohibits discrimination based on the gender of students and employees of educational institutions which receive federal financial assistance. The US Department of Education and the Office of Civil Rights have issued specific requirements for educational institutions regarding sexual misconduct. The sexual harassment of students, which includes acts of sexual assault and sexual violence, is a form of sex discrimination prohibited by federal law under Title IX of the Education Amendments of 1972, and therefore a civil rights violation. In accordance with Title IX, Salve Regina University prohibits discrimination in employment as well as in all programs and activities on the basis of sex. Title IX forbids sex discrimination in all University student services and academic programs including, but not limited to:

- Recruitment, Admissions, Financial Aid and Scholarships
- Course Offerings and Access
- Counseling
- Hiring and Retention of Employees
- Benefits and Leave

Because complaints of sexual harassment implicate Title IX, as well as other applicable nondiscrimination and harassment laws, the University has designated Diane Blanchette, Associate Vice President for Human Resources, as the University’s Title IX Coordinator. She is charged with monitoring compliance with these regulations. Questions, as well as concerns and complaints of non-compliance, about Title IX or other aspects of the University’s equal opportunity or affirmative action or harassment policy should be directed to her at:

Diane Blanchette, Associate Vice President for Human Resources and Title IX Coordinator
Office of Human Resources
Stonor Hall Room 200
100 Ochre Point Avenue
Newport, RI 02840
Phone: (401) 341-2135
Fax: (401) 341-2921
Email: blanched@salve.edu
Web: www.salve.edu

In addition, the University has designated two Deputy Title IX Coordinators. Kelly Scafariello, Associate Director for Athletics, is the Deputy Title IX Coordinator for Athletics and Student Sexual Misconduct. She is responsible for receiving student complaints of sexual harassment, including sexual assault, sexual violence or other sexual misconduct, against other University students. Cynthia Donnelly, Assistant Director for Human Resources, is the Deputy Title IX Coordinator for Employees. She is responsible for working with the Title IX Coordinator and the Deputy Title IX Coordinator for Athletics and Student Sexual Misconduct to respond to complaints of sexual harassment, including sexual assault, sexual violence or other sexual misconduct, which involve students and employees. Their contact information is:
Complaints of sexual harassment or discrimination under Title IX must be brought to any of the individuals listed in this policy, and if against a non-student, will be handled pursuant to the Complaints, Retaliation and Appeals Procedure outlined above. Complaints of sexual harassment or discrimination under Title IX by a student will be handled pursuant to the procedures set forth within the Reporting Harassment or Sexual Harassment section of the Student Handbook which can be found at: https://portal.salve.edu/mysalveinfo/officeservices/student_affairs/Documents/Student%20Handbook.pdf. Federal and state laws prohibit the taking of retaliatory measures against any individual who files a complaint in good faith.

Further information about Title IX and sex discrimination in education is available from the Office for Civil Rights, 400 Maryland Avenue, SW, Washington, DC 20202-1100 (by Customer Service Hotline: (800) 421-3481; fax: (202) 453-6012; TDD: (800) 877-8339; email: OCR@ed.gov; or on the web at http://www.ed.gov/ocr).
Appendix I: 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 J: University Policy on Intellectual Property: Inventions and Patents1

Introduction
The policies of Salve Regina University on inventions and patents apply to all members of the faculty and staff of the University. The policies also apply to students who perform work on a contract which the University or a member of its faculty or staff or other employee has with a governmental agency or with a non-governmental sponsor. It does not apply otherwise to students.

Invention and Patent Policies
Inventions conceived or reduced to practice by a member of the faculty or staff, by any employee or by a student, and which are associated with the normal duties of the inventor or are in the field of endeavor in which the inventor functions in the University, involving more than incidental use of Salve Regina University resources, or which in the case of a student are conceived or reduced to practice in the course of performance of a contract which the University or a member of its faculty or staff or other employee has with a government agency or with a non-governmental sponsor, is governed by this policy.

Any member of the faculty or staff, or any student of the University who conceives such an invention and involves more than incidental use of University resources (see definition below) must promptly disclose the invention to the Provost and must also disclose the circumstances under which the invention was conceived.

“More than incidental use of Salve Regina University resources” would include:
- The use of specialized, research-related facilities, equipment or supplies, provided by Salve Regina for academic purposes;
- Significant use of “on-the-job” time.

Ownership of Patents
The invention, including all patent rights thereon, will be assigned to the University, unless the Provost, in consultation with the President and University legal counsel, decides that the invention will not be accepted by the University, in which event the inventor or inventors will retain all rights related to the invention. A decision regarding the University’s interest in the invention will be rendered within 180 days of the invention disclosure. The University reserves the right to protect all inventions accepted by it, by preparing and filing patent applications or otherwise. The University will own all rights, title and interest in all inventions accepted by it, including all patent rights thereon, and reserves the right to direct the assignment thereof to others. The University will be free to make whatever arrangements it desires for the exploitation of inventions accepted by it. The consent of the inventor or inventors shall not be required in order for the University to make such arrangements and action will be binding on the inventor or

1 This policy has been freely adapted from Simmons College (Boston, MA), with the express permission of that institution’s General Counsel.
inventors. The inventor or inventors will not be required to pay any expenses incurred in connection with the exploitation of any invention accepted by the University.

Proceeds of Inventions and Patents
All net proceeds resulting from the exploitation of such an invention and received by the University will, after subtraction of the expenses of the exploitation, be divided equally between the University and the inventor or inventors of the invention. In the event that there is more than one inventor, one-half of such proceeds go to the University; the other half is to be divided equally among the inventors, or divided in such other manner as the inventors may agree. In lieu of such an agreement by more than one inventor, the proceeds will be equally divided. The inventor or inventors will be required to cooperate in the prosecution of patent applications and other action related to the inventions accepted by the University and otherwise in the exploitation of such inventions. The University will have complete discretion, at any time, to reassign an invention to the inventor or inventors thereof. Any such reassignment includes the patent rights, if any, obtained on such invention and all rights from and after the date of the reassignment. The University has no obligation to exploit, or assist in the exploitation of, any invention, which the University decides not to accept, or which it has reassigned to the inventor or inventors.

Inventions and Government Agencies or Non-governmental Sponsors
Inventions conceived or reduced to practice in the course of performance of a contract with a governmental agency or with a non-governmental sponsor will be governed by the terms of such contracts. Inventions within the scope or in the field of research of government or other sponsor contracts may also be governed by the terms of such contracts. Different governmental agencies and different sponsors have varying regulations and requirements. Some contracts require that the governmental agency or their sponsor retain complete title to all inventions and patents thereon, conceived or reduced to practice during the performance of the contract. Other contracts provided that only a royalty-free license will be required. Obviously, the University and its personnel must comply fully with the terms of such contracts.
Appendix K: University Copyright Policy

Introduction
Legitimate concerns about liability and uncertainty about copyright rules can adversely affect teaching and learning and may even result in a decrease in the use of appropriate course 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.

General Guidelines
In addition to traditional printed texts and media such as film and audio recordings, course materials subject to copyright include electronic materials such as reading and multimedia materials distributed through web-based learning managements systems (LMS) such as Canvas, podcasts, and e-Reserves available through McKillop Library.

Specific Guidelines
The following guidelines should be kept in mind:
- The amount of work disseminated should be no greater than what is needed for the particular educational use.
- Copies of copyrighted works should include proper attribution and copyright notices.
- Access to the portion of a course web site containing copyrighted materials should be limited to students enrolled in the course or other individuals requiring access to the course materials for the purposes of conducting the course. This is achieved through the use of passwords and other technological means. The University provides support for this feature.
- Student access to copyrighted content should terminate when the student has completed the course. Again, the University provides support for this feature.

Permission Not Required
There are several situations in which materials can be used without permission. These include:
- **Works Not Protected by Copyright.** Common examples of works not protected by copyright include works published by the federal government and works for which copyright protection has expired. The latter category includes all works published in the U.S. prior to 1923, works published prior to 1989 without a copyright notice, and works for which a required renewal was not obtained (this typically affects works published prior to 1963). Assistance in determining whether a work has passed into the public domain can be obtained by consulting with a librarian.
- **Works Already Licensed By Salve Regina University.** The McKillop Library has paid for subscriptions to many electronic journals that entitle the University community to online access and permit the use of these materials in courses. Faculty can point students to these materials or link to them. In order to check the terms of use applicable to a particular journal, faculty should consult a reference librarian. Individual journals or even individual articles may have more restrictive policies; please check the “Terms and

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2 The language of this copyright policy was freely adapted from “A Faculty Guide to Copyrights” (2014), published by the Office of the Provost at Cornell University, and with the express permission of the Office of the University Counsel of that same university.
Conditions’ section of the electronic journal and the copyright notice on an individual article.

- **Fair Use.** The law establishes a zone of “Fair Use” protection for copying or disseminating copyrighted works for teaching purposes without obtaining permission from the copyright owner under certain circumstances. A number of universities have developed helpful checklists to be used in deciding whether a particular excerpt from a copyrighted work can be used under Fair Use (for example, see Cornell University’s at [www.copyright.cornell.edu/policies/docs/Fair_Use_Checklist.pdf](http://www.copyright.cornell.edu/policies/docs/Fair_Use_Checklist.pdf)). When the factors in the aggregate weigh in favor of Fair Use, faculty may use materials without obtaining permission from the copyright holder. No single factor—such as your previous use of the copyrighted material, use of an entire copyrighted work, unpublished status of the copyrighted material, revenue generation or educational use—is dispositive.

**Other Options**
Faculty members have other options when a desired excerpt exceeds “Fair Use”:

- Provide a link directly to the material. Linking does not involve the creation of additional copies and therefore cannot be constitute copyright infringement. Much material is available for free from legitimate web sites such as open archives or open access journals, or available under a Creative Commons or similar license (see [http://creativecommons.org/about/licenses/meet-the-licenses](http://creativecommons.org/about/licenses/meet-the-licenses)).
- Get permission from the copyright holder.
- Pay for a license through the Copyright Clearance Center ([www.copyright.com](http://www.copyright.com)).
- Incorporate materials into a course pack. The University Bookstore can provide guidance on this process.
- If costs are prohibitive, seek out substitute materials.
Appendix L: 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 with 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 send recommendations by mail or e-mail to Amy Roehrig in the Office of Academic Affairs (amy.roehrig@salve.edu) by this date.

**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 F. 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 an 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.
Appendix M: Whistleblower Policy

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.

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.

An employee who has a question about the propriety of any practice under University policies or procedures should ordinarily seek guidance from his or her supervisor or a University official with compliance oversight for the particular policy or procedure. An employee may also seek guidance from the Office of Human Resources or the Office of the Associate VP for Finance.

There are times when an employee may feel it is necessary to report a concern of financial wrongdoing outside of the traditional reporting procedures. The University provides various mechanisms to assist and encourage employees to come forward in good faith with reports or concerns about suspected compliance issues.

This policy covers only the reporting and investigation of suspected violations of law, external regulations or University policy of a financial nature or misuse of University resources. Such violations may include, but are not limited to, theft or inappropriate use of cash or other University property, falsification of hours worked for payroll purposes and inappropriate spending of cash through the accounts payable process or inappropriate expenditures of University funds outside of accounts payable.

Individuals wishing to report violations or suspected violations may do so by sending a notice in any of the following ways:

- A visit, call, letter or e-mail to the University’s Office of the Associate VP for Finance
- A visit, call, letter or e-mail to the University’s Office of the Associate VP for Human Resources
- A visit, call, letter or e-mail to the University’s Office of the President

If an employee believes the violation or suspected violation involves the President or a trustee of the University, or any report concerning accounting practices, finances, internal controls, inappropriately managed conflicts of interest and/or auditing may be submitted in writing, marked confidential, to the Chair of the Audit Committee of Salve Regina University’s Board of Trustees, at 100 Ochre Point Avenue, Newport, RI, 02840.

No individual who in good faith reports a violation or suspected violation will suffer harassment, retaliation or adverse employment consequence. Anonymity of the reporter will be maintained to
the extent practicable within the limitations of the law, SRU policy and the needs of the investigation. Any employee who intentionally files a false report will be subject to disciplinary action.
Appendix N: University 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 Associate Vice President for Human Resources 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 Associate Vice President for Human Resources 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 Associate Vice President for Human Resources 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.
Salve Regina University makes every effort to abide by all applicable Federal and State regulations, guidelines, statutes and procedures pertaining to confidentiality and privacy, specifically:

- The Family Educational Rights and Privacy Act of 1974, as Amended (FERPA);
- The Health Information Portability and Accountability Act (HIPAA); and
- The Gramm-Leach-Bliley Act (GLB).

FERPA protects the privacy of student education records. HIPAA controls the release of Protected Health Information (PHI) dealing primarily with patient information. GLB safeguards customer financial information.

As an employee of Salve Regina University, you may have access to student, employee or other person’s academic, personnel, health and financial records that may contain individually identifiable information and that this information is considered confidential. Examples of private, confidential information include, but are not limited to: student academic information (grades, courses taken, schedules, test scores, advising records), educational services received, social security numbers, gender, ethnicity, citizenship, veteran and disability status, health records, financial information, financial aid applications, copies of tax returns and passwords.

It is important to handle all confidential information with discretion and it should only be disclosed to others who have a need to know for legitimate business reasons. In most cases, data of an individually identifiable nature shall remain secure from public disclosure (release to third parties) without specific permission from the individual to whom the data applies, unless law allows disclosure without consent. Improper disclosure of this information to any unauthorized person is prohibited under federal law and could subject you to criminal and civil penalties imposed by law. Any such willful or unauthorized disclosure also violates University policy and it will be cause for disciplinary action, up to and including termination from employment regardless of whether criminal or civil penalties are imposed.

Student and administrative data originated or stored on University computer systems is University property. Only data that is required for one’s job should be accessed. To safeguard computer data, employees should not share computer login information or leave their computer signed on when away from their desk for extended periods. Computer passwords should be changed regularly. Employees should refer to the University Computer and Network Use Policy for further guidance.

Employees should handle all confidential information with discretion, safeguarding it when in use, filing it in locked file cabinets when not in use, disposing of it properly (i.e. shredding) when no longer needed and not disclosing or discussing it with any unauthorized person while working for Salve Regina University, or after employment at the University.
Appendix P: Computer and Network Use Policy

INTRODUCTION
Salve Regina University is dedicated to the mission of “seeking wisdom, promoting universal justice and through teaching, research and community service to work for a world that is harmonious, just and merciful.” In support of this mission, the university provides access to information technology resources (including computer networks and computer equipment) to its faculty, students, staff and other members of the University community. 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.

GENERAL PRINCIPLES
The information technology resources are to be used exclusively to further the mission of the University. All members of the university community have the obligation to use these resources in a manner consistent with this goal.

Information technology is a finite, shared resource of the University community and is thus worthy of respect. As such, the University expects each member of the community to use these resources responsibly, ethically and to comply with policies, relevant laws and contractual obligations to other parties.

The use of these resources is a privilege. If a member of the community fails to comply with the Policy or relevant laws or contractual obligations, that member’s privilege may be revoked. Members of the University community should seriously bear in mind that their use of the University’s resources contributes to the perception that the public at large has of the University. In addition, each time a member of the University community uses these resources (such as sending e-mail) in relation to non-University persons or entities that member is identified as belonging to the University community. As such, everyone should use these resources consistent with the freedom of expression but without compromising the integrity and the well-being of the University.

COMPUTER ACCOUNT AND REVOCATION PROCEDURES
All members of the University community are provided with a network username and password upon their enrollment in a course or the start of their employment. Access to the University’s network system may be revoked temporarily or permanently if one’s information technology related behavior or use of one’s network account falls within one or more of the following circumstances:

- Involvement in violation of federal or state law or criminal activity
- Behavior that constitutes a violation of a University policy or code, including this Policy;
- The use of the Internet or the University’s computer network and associated resources for one’s own commercial gain, or for commercial purposes not officially sanctioned by the University.
Your use of your account constitutes acknowledgement and acceptance of all published rules and regulations regarding the network, including this Policy.

Freedom of expression and an open environment within which to pursue scholarly inquiry and to share information are encouraged and supported at the University. While the University rejects censorship, behavior that constitutes misconduct will not be protected. Such behavior includes, but is not limited to use of, the University’s information technology resources in connection with child pornography, harassment of any kind, copyright infringement, theft, unauthorized access and other violations of the law.

PRIVACY
Members of the University community are entitled to reasonable privacy in their use of information resources, subject to the provisions of the next paragraph. Each user number, log-in name, account name, or any other username and associated password belongs to an individual or a department. No one should use a user number, log-in name, any username or account name and password without explicit permission from the owner. No one should use aliases, nicknames, pointers, or other electronic means to attempt to impersonate, redirect, or confuse those who use the information resources. Each member of the University community shall accept the burden for the responsible use and dissemination of his or her user number, log-in name, username and account name and password and is further responsible for any authorized use of one’s account.

The University, to fulfill its responsibility to the academic community, reserves the right to monitor periodically the activities on its network system. Further, the University may be subject to subpoena or other lawfully mandated legal process related to unlawful use or other violations which will subject the entire network or individual accounts to outside monitoring.

INTELLECTUAL PROPERTY
The University expects all members of its community to respect the property of others and to be aware of how intellectual laws, regulations and policies apply to the electronic environment. In this regard, all personnel should be familiar with the University’s copyright policy, the Faculty Manual and the Student’s Handbook.

No member of the University community shall use another’s material or property in a way that violates copyright law or infringes on the rights held by others. In particular, the unauthorized duplication or use of software that is licensed or protected by copyright is theft.

Members of the University community should recognize that placing their work in the electronic public domain may result in widespread distribution of their work and could jeopardize their rights to that work. One should assume that works communicated through the network are subject to copyright unless there is a specific disclaimer to the contrary.

By adopting this Policy the University recognizes that all its faculty, students, staff and other members of the University community are bound not only by the Policy but also by local state and federal laws related to electronic media, copyrights, privacy and security. Each member of the University community is expected to be familiar with the foregoing laws.
Appendix Q: COBRA: Extended Health Insurance Option

COBRA: EXTENDED HEALTH INSURANCE OPTION
A federal law called the Consolidated Omnibus Budget Reconciliation Act (COBRA) requires the University to offer covered employees and their covered family members the opportunity to temporarily extend their health coverage at group rates when coverage under the plan would otherwise end due to certain qualifying events.

In addition, the Health Insurance Portability and Accountability Act of 1996 (HIPAA) provides other changes to the COBRA law, which are incorporated herein.

INDIVIDUALS ELIGIBLE FOR CONTINUATION COVERAGE
Employees – Employees covered by the University’s group health plan who lose their coverage because of reduction in hours or the termination of employment (for reasons other than gross misconduct) may have the option to elect continuation coverage.

Spouses and Dependents – Employees’ spouses and dependents who are covered by the University’s group health plan and lose coverage due to any of the following qualifying events, may have the option to elect continuation coverage:

- Employee’s reduction in hours or termination of employment (for reasons other than gross misconduct)
- Death of the employee
- Divorce or legal separation
- Employee’s entitlement to Medicare
- Dependent child ceasing to be a dependent under the terms of the plan

IMPORTANT EMPLOYEE NOTIFICATION REQUIREMENTS AND RESPONSIBILITIES
Under the law, qualified beneficiaries (covered individuals) have the responsibility to notify the Associate Director for HR and Benefits, in writing, of a divorce, legal separation, entitlement to Social Security benefits, and/or a child losing dependent status under the terms of the University’s group health plan. This notification must be made within 60 days from whichever date is later; the date of the event or the date coverage would be lost on account of the event. The written notice must identify the qualifying event, the date the qualifying event occurred and the names of the qualified beneficiaries impacted by the qualifying event. If a qualified beneficiary does not notify the Associate Director of HR and Benefits within the 60-day period, rights to elect continuation coverage will be forfeited.

Employees should also notify the Associate Director of HR and Benefits of any changes in their or their qualified beneficiary’s legal address.

EMPLOYER NOTIFICATION/ELECTION PERIOD/COVERAGE
Within 14 days after the Associate Director for HR and Benefits is properly informed of a qualifying event, s/he will notify all qualified beneficiaries of their right to elect continuation coverage.
Each qualified beneficiary has independent election rights and has 60 days from the later of the loss of coverage date or from the date of notification to elect continuation coverage. If a qualified beneficiary does not elect continuation coverage within the election period allowed, then rights to continue health coverage will end and they will cease to be a qualified beneficiary. Qualified beneficiaries are offered the same coverage they had on the day before the qualifying event. However, if coverage should change or be modified for non-COBRA participants, then the change and/or modification will be made to COBRA participants as well.

Covered employees may elect COBRA continuation coverage on behalf of their covered spouse and covered children.

LENGTH OF COVERAGE

Covered employees, covered spouses and/or covered dependents are eligible for continuation coverage for up to a period of 18 months if any of the following qualifying events occur:

- Termination of employment (for reasons other than gross misconduct)
- Reduction in hours

However, when one of the directly above qualifying events occurs, and the employee became entitled to Medicare benefits less than 18 months before the event, COBRA continuation coverage for qualified beneficiaries other than the FAMILY AND MEDICAL LEAVE ACT employee may last until up to 36 months after the date of Medicare entitlement.

Also, the 18 months of continuation coverage may be extended to a maximum of 29 months if the Social Security Administration determines a qualified beneficiary was disabled according to Title II or XVI of the Social Security Act. The disability would have to have started on the date of the qualifying event or at any time during the first 60 days of continuation coverage and must last at least until the end of the 18-month period of continuation coverage. It is the qualified beneficiary’s responsibility to obtain this disability determination from the Social Security Administration and to provide a copy of the determination to the Associate Director for HR and Benefits before the original 18 months of COBRA continuation coverage expire and within 60 days of the later of (1) the date of the Social Security Administration determination, (2) the date on which the qualifying event occurs, or (3) the date on which the qualified beneficiary loses coverage. It is also the qualified beneficiary’s responsibility to notify the Associate Director for HR and Benefits within 30 days if a final determination has been made that they are no longer disabled.

Another Extension of the 18- or above-mentioned 29-month continuation period can occur if during the 18 or 29 months of continuation coverage a second qualifying event occurs. If a second qualifying event occurs, coverage may be extended to 36 months from the date of the original qualifying event date for eligible dependent qualified beneficiaries. If a second qualifying event occurs, it is the qualified beneficiary’s responsibility to notify the Associate Director for HR and Benefits, in writing, within 60 days of the second event and within the original 18 or 29 months of continuation coverage. In no case, however, will continuation coverage extend beyond three (3) years from the original qualifying event date.

Covered spouses and dependents are eligible for continuation coverage for up to a period of 36 months if any of the following qualifying events occur:
\begin{itemize}
\item Death of the employee
\item Divorce or legal separation
\item Employee’s entitlement to Medicare
\item Dependent child ceasing to be a dependent under the terms of the plan
\end{itemize}

**ELIGIBILITY, PREMIUMS AND CONVERSION RIGHTS**

A qualified beneficiary does not have to show that he/she is insurable to elect continuation coverage. However, they must have been actually covered by the plan on the day before the qualifying event date in order to be eligible for continuation coverage.

The monthly cost for continuation coverage is equal to the conventional insurance premium plus an additional 2% administrative charge may be added. These premiums will be adjusted during the continuation period if the applicable premium amount changes. In addition, if continuation coverage is extended from 18 to 29 months due to a Social Security disability, the University can charge up to 150\% of the applicable premium during months 19 through, and including, month 29.

Once a qualified beneficiary has elected continuation coverage, he/she has 45 days from the date of election to pay the initial premium. Thereafter, premiums are due on the first of each month. Conversion to an individual plan through the University’s group health plan at the end of the 18, 29 or 36 months of continuation coverage is currently not available.

**TERMINATING EVENTS FOR CONTINUATION COVERAGE**

The law provides that continuation coverage will end on the earliest of any of the following dates:

\begin{itemize}
\item If the University ceases to provide any group health plan to any of its employees.
\item If the required monthly premium is not paid within the time period allowed.
\item On the date a qualified beneficiary becomes covered under another group health plan that does not contain any exclusion or limitation with respect to any preexisting condition of such beneficiary other than such an exclusion or limitation which does not apply to, or is satisfied by, such Beneficiary by reason of the Health Insurance Portability and Accountability Act (HIPAA).
\item The date, after electing continuation coverage, the qualified beneficiary becomes entitled to Medicare.
\item A qualified beneficiary extended continuation coverage to 29 months due to a Social Security disability and a final determination has been made that the qualified beneficiary is no longer disabled.
\item A qualified beneficiary notifies the Associate Director for HR and Benefits, in writing, that he/she wishes to cancel continuation coverage.
\item The date a qualified beneficiary reaches the maximum allowed period to be covered under the COBRA law.
\end{itemize}

**CONTACT INFORMATION**

Written notices and questions concerning COBRA continuation rights should be addressed to the Associate Director for HR and Benefits in the University’s Office of Human Resources.
Additional information about employee rights and obligations under ERISA, including COBRA, the Health Insurance Portability and Accountability Act (HIPAA), and other laws affecting group health plans may be found at [www.dol.gov/ebsa](http://www.dol.gov/ebsa).
Appendix R: Design Services

UNIVERSITY DESIGN SERVICES
Design Services, on the Garden Level of McKillop Library, provides graphic design services to the University community. The Office strives to cost-effectively and consistently create, produce and approve all University publications that include posters, brochures, newsletters, flyers, invitations, booklets, programs, tickets, advertisements, forms, applications, manuals and catalogs.

Any official University communication to students, faculty, staff, alumni or parents and any printed material sent off-campus must be reviewed by Design Services with approval by the Office of University Relations.

EXTERNAL PRINT NEEDS
Design Services is the central distributing facility for all outside print work, including requests such as business reply and special address envelopes, forms and business cards. The University will not pay for jobs taken off-campus without Design Services approval.

Work that requires outside printing must have a purchase order number and completed requisition to ensure that costs are appropriately charged and departmental funds are available. Requisition questions should be directed to Purchasing. Design Services will make printing recommendations and obtain estimates.

COPY SERVICES
The University Copy Center, on the garden level of McKillop Library, works in conjunction with Design Services to provide reproduction services to the Salve Regina community. This walk-in print facility is available to the entire University community with services that include printing, laminating, sign making and finishing.

DEPARTMENTAL PROCEDURES
1. Please call the Office Coordinator in Design Services at Extension 2246 to set up an intake meeting for every project.

Designers will meet with clients to discuss job requirements, budget, deadline, purpose of piece, audience, quantity, stock, ink, images, size, printer, etc. Before the job is started, the client must e-mail (Microsoft Word text file) a final and approved document to Design Services for typesetting and/or design. Design Services requires a minimum of 15 business days for jobs from initial meeting to final delivery. If the work is to be printed off-site, additional time is needed. PLEASE PLAN ACCORDINGLY.

2. Design Services will typeset and design the piece according to established University standards. The designer obtains images, establishes color and stock, creates a layout, contacts printers, obtains bids, awards printing, etc.

3. After all information is gathered and a layout has been prepared, Design Services contacts the client to set up a second meeting.
4. Designer and clients review the layout and job’s specifications. If work is satisfactory, it is prepared for in-house or off-site printing. If unsatisfactory, additional work is done.

5. When final client approval is received, pre-press production begins.

6. Work is either taken to an off-site printer or to the Copy Center.

GRAPHIC DESIGN AND WRITING STANDARDS
To help Salve Regina University achieve a cohesive visual identity, Malcolm Grear Designers created a design system in 1997 and updated the system in 2009. The University also has a Writing Style Guide located in MySalve to assist with copywriting and style. The identity program reflects the University’s character and strives to assert to all audiences the quality for which Salve Regina University is known.

University members are asked to work with Design Services and to follow the University’s established design and writing standards. Existing printed materials with the Salve Regina logotype as well as pieces currently being developed are to be reviewed and approved by Design Services. Logotypes should be obtained from that office and they should not be photocopied, cut or pasted. Questions may be directed to Design Services at Extension 2246.
Appendix S: Information Technologies

The Office of Information Technologies consists of three departments; they are Administrative (Information) Systems, IT (including Network Infrastructure, Technical Services, IT Help Desk, and Network Services), and the User Support Services (including University Computer Lab Classrooms (in McKillop and in Antone), Teacher Station classrooms, Technology Training Workshops, Multimedia Support and Media Services). The major responsibilities of these three departments and their respective groups are as follows:

Administrative (Information) Systems:
• Administrative Systems: Staff is fully involved with the support and enhancements of the Ellucian (Datatel) Administrative Information System with Colleague, Web Advisor, Ellucian Portal and Ellucian Recruiter as well as SAP’s Business Objects reporting system. Further, in-house staff is available for implementation and technical support for personal computer applications, local network applications and web applications used to satisfy individual, departmental, interdepartmental, and campus wide requirements; included in this set of applications are Resource 25 (Event Scheduling), Impact (Security), Virtual Ticket (Design Services), Salve ID Card system (Odyssey PCS (Finance’s Privilege Control System), WaPac (Security’s Door Access System) and Val-ID (ID Card generation system), ImageNow/WebNow (Admissions and Academic Affairs), Odyssey HMS (Residential Life’s Housing Management System), and PowerFaids (Financial Aid), among others.

Working in collaboration with the Web Communications area in the University Relations division, staff provides software development and technical support for web-based applications. These services are provided across user department areas particularly with applications integrated with the My Salve (Ellucian Portal), which uses Sharepoint technology, and the university’s enhanced web site which currently uses the Ellucian Active Campus Content Management System (CMS) but is being redeveloped on the open-source Drupal platform.

IT:
• Network Services: staff provides in-house support for all data communication connection points, wired and wireless networks on the Admin network (and collaborates with Cox Business Services on the “Res Hall” network), data switches and hubs, and network traffic management for the “Admin” network; in addition, staff provides enhancements and support of Cisco’s Unified Communications Manager (CUCM) Voice over IP system; further, staff designs, supports and installs network solutions for intradepartmental, interdepartmental and Internet data communication requirements such as security, anti-virus protection, file storage and sharing, database systems, Ricoh Multi-Function Devices (MFD) for printing, Pharos Print Management system, email and web browsing. Staff also supports the network requirements at the Center for Adult Education site in Warwick.
• Technical Services: staff provides in-house support for all faculty, staff, and administrative microcomputers (over 800 administrative PCs, MACs and laptops as well as over 500 student HP and Apple recommended laptop program users and printers on campus; further, staff is responsible for obtaining, configuring, installing, and keeping an accurate inventory of all
new university computers, printers, and standard software licenses. Staff also supports the computer and printer requirements at the Center for Adult Education site in Warwick.

- **Student Technology Services Center:** Located in the garden level of the McKillop Library, the Center provides assistance and guidance for any Salve Regina student who has a technology request, particularly related to their recommended laptop device, wired and wireless networks on campus, network credential and access control information and general application software usage;
- **Apple Computers:** In addition to MAC computer labs, staff currently provides in-house primary support for all faculty and staff Apple devices and Apple related printers on campus;
- **Library Support:** Staff assists in the configuration and support of the Library’s general use computers (PCs and MACs); staff also provides escalated support for the technical operational requirements of the expanded Library Commons in McKillop Library.
- **Center for Adult Education site in Warwick:** Staff currently provides support for computer classroom, office staff computers and laptop cart at the Center for Adult Education site in Warwick.

- **IT Help Desk:** Staff serves as primary contact for university’s technology Help Request system (*Service Desk Express* (SDE)), records and tracks pertinent technology-related entries, provides level one support, escalates and dispatches, if necessary; Help Desk extension is (401-341)-7777 and email address is helpdesk@salve.edu.

- **Network Infrastructure:** Staff supports physical cabling projects (for voice, video and data) particularly related to building space renovations and building facilities construction; staff also supports Cisco Voice over IP requests for voice system and the voice messaging system assistance by campus community, switchboard operation and serves as vendor and association liaison with communications-related vendors.

**User Support Services (USS):**

- **University Computer Lab Classrooms:** USS staff serves and supports patrons in their use of the eight computer classroom areas; staff also coordinates the software imaging requirements for the computers in these areas. In the garden level of McKillop Library, there are three classrooms that have PC (*Windows 7/XP*) computers open for class and general use; there is also a Microsoft Certification computer area in this location (room 004) that is supported by the USS. In the Antone Center, there are two classrooms that have MAC (*OS/X*) computers as well as a digital photo lab which has MAC (*OS/X*) computers. In the O’Hare Academic Center there is a 7 unit PC (*Windows/XP*) classroom (O’Hare 262). Support activities of selected lab software also extend to the MAC and PC computers located in the McKillop Library Learning Commons and specially designated computer and study rooms.

- **Technology Training:** USS staff provides technology training on standard personal computer usage, Microsoft *Office 2010* applications, Microsoft *Outlook 2010* and *Outlook Web Access* (*OWA*), and *My Data* web file storage among other topics; this training is available to parties, both internal and external to the university, on a small group or larger workshop basis. In this past year, the technology training workshops have been extended to include the Ellucian (*Datatel*) system use of the *Retention Alert* application, the *My Salve* Portal department users application and the new *Canvas* Learning Management System.

- **Teacher Station Classrooms:** Staff provides training and support for faculty and students who use the thirty-nine (39) general use technology enhanced (teacher station configuration)
classrooms and the thirty-eight (38) discipline-specific or special use areas on campus (Newport and Center for Adult Education site in Warwick); the teacher station configuration typically contains a computer, VCR/DVD, internet connection, wall-mounted speakers, a ceiling suspended projection unit and, in some cases, a presentation document camera and a SmartBoard.

- **Media Services**: Staff is responsible for audiovisual needs at events involving our faculty, students and staff as well as our numerous conference workshops; support consists of setup, proper maintenance, and inventory control of audio visual equipment (TVs, DVDs, VCRs, screens, projectors, sound systems, etc.), university wide. Staff also supports the use of O’Hare 160 (Bazarsky Auditorium), O’Hare 260 (including the video telecommunications technology) as well as Antone 128 (DiStefano Lecture Hall). Further, staff frequently leads efforts in planning, designing, installing and supporting audio visual requirements with vendors for new / renovated university building facilities projects.

- **Multimedia**: Staff provides multimedia development, training and support for individuals as well as small groups (both internal and external to the University); this includes video capture, video editing, video storage and video distribution services. Training is available in the MAC Lab classrooms, the USS PC classrooms and the AV office in the O’Hare Academic Center for groups of various sizes.
Appendix T: 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 website.

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 U: Social Media Policy

Introduction
Salve Regina University recognizes the importance of using Social Media as part of an overall communication strategy to enhance the institution’s online identity. The University is also committed to open expression and free exchange of ideas. Social Media can be an exciting vehicle for facilitating this kind of open expression, while also raising new questions about responsible use. Both the University’s Social Media policy and recommended guidelines below are intended to encourage the University’s administration, faculty and staff to share their voice in the Social Media online communities in an effective, constructive and responsible manner. “Official” Salve Regina University Social Media sites that exercise responsible practices and suggested standards will be linked from Salve Regina’s Social Media Hub to help promote the University community’s unique voices.

General Policy Statement
In engaging Social Media on behalf of the University, Salve Regina employees accept these standards for communicating about the University. Adherence to this policy is in no way meant to discourage faculty, staff or students from creating Social Media accounts or using them to interact with others, but rather to ensure that members of the academic community are fully cognizant of the potential impact to the image and reputation of Salve Regina University as an institution of higher learning. This policy is not meant to prohibit any rights that an employee may have under the National Labor Relations Act.

The Salve Regina University Social Media Policy applies to all employees and students of the University. The policy also applies to other people (such as volunteers and appointees) who use internally managed university computing resources. The policy applies to all forms of social media, such as Facebook, Twitter, Pinterest, blogs, YouTube, Flickr, and other, less-popular platforms, as well as those not in existence at the time of the adoption of these guidelines.

Salve Regina’s presence on Social Media is considered to be an extension of the official Web site; thus policies that apply to the Web site will also apply to a social media site or service. Prior to creating or modifying a Social Media presence on behalf of Salve Regina University, a notification must be made to the office of University Relations and directed to the attention of the Coordinator of Social Media. This notification and policy acknowledgement must take place before proceeding further.

Social Media Policy for use as a representative of Salve Regina University
A “Representative of Salve Regina University” is defined as an active representation of any Department or Office of the University. Examples include Facebook pages, Twitter profiles and video sharing sites for Academic Departments and Administrative Offices (i.e. Salve Regina University Official Vimeo Channel; Salve Regina University Office of Human Resources Facebook Page; Salve Regina Graduate Studies and Continuing Education Twitter Profile, etc.).

- Confidential information about the University, its faculty, staff or students may not be revealed. Be aware of the guidelines of the privacy laws of FERPA, HIPAA and GLB. Do not post any business related confidential communications. Do not post demographic or personal information as it relates to students, co-workers, faculty or administrators without written permission.
☐ Do not use an official Salve Regina social media page or account as a platform to criticize the University or a colleague.
☐ Refer to the conduct section of the employee handbook for employee communication standards.
☐ Be aware of and follow Federal Trade Commission (FTC) and Federal Communications Commission (FCC) rules regarding information sharing, copyright and usage.
☐ Each unique Social Media Site has policy restrictions for accepted use and information sharing which must be followed.
☐ Social Media sites or services representing a department or administrative office within the University should correctly represent the visual standards of the Salve Regina University online presence. Contact the Coordinator of Social Media in the Office of University Relations for assistance with graphics and proper branding practices for various social media sites.

The following policies refer to the use of the Salve Regina University name, trademarks or other digital identifiers when using social media for personal use.

☐ University community members may identify their affiliation with Salve Regina University and can discuss Salve Regina in terms of personal responsibilities publically in a general manner. A Social Media Personal Identity (Profile Name/title) should not contain Salve Regina in any form, and it should be clear that all views expressed are personal and not those of Salve Regina University.
☐ Do not use digital identifiers such as the University logo, taglines or other forms in your personal postings. This does not prohibit the sharing of Salve Regina posts or links, but the manipulation and re-use of such identifiers without expressed permission.

Salve Regina University reserves the right to modify these policies as new platforms are introduced, or as individual situations may require.
Index

Academic Council, 78
academic freedom, 15–18
Academic Papers Fund, 170
ad hoc Faculty Grievance Committee, 72–74
Adjuncts, 8
administrative duties, 22
Administrative (Information) Systems, 186
administrators, with faculty rank and status, 8
Affiliated Scholars, 8
American Association of University Professors, 16
appointment and reappointment, teaching faculty
  general information, 22
  initial appointment, 22–26
  non-renewal for probationary faculty, 30
  pre-tenure review, 32–33
  promotion and tenure, 34–41
  reappointment during probationary period, 26–30
  for Special Faculty Appointments, 30–31
Assistant Professors, 7, 19, 34
Associate Professors, 7, 15, 19, 39–40. see also promotion and tenure
benefits, University employment
  COBRA, 103, 180–183
  dental insurance, 103
  disability insurance, 104
  Employee Assistance Program, 104–105
  health insurance, 103
  life insurance, 102
  retirement, 109–110
  tuition benefits, 105–109
  Workers’ Compensation, 103
Board of Trustees, 85

COBRA (extended health insurance), 103, 180–183
collegial responsibilities, 13–14
committees of the faculty
  about, 76–78
  Academic Council, 78
  committee roster, 84
  Core Curriculum Advisory Committee, 80–81
  Curriculum Committee, 81
  elected committees, 80–84
  Elections Committee, 79–80
  Evaluation Process Committee, 81
  Executive Committee of the Faculty Assembly, 81
  Joint Administration-Faculty Commission on the Faculty Manual, 78–79
  Rank and Tenure Committee, 32, 45–47, 81–84
  Sabbaticals Committee, 84
  Standing Faculty Grievance Committee, 48–49, 68, 70–71, 73, 81
Computer and Network Use Policy, 101, 178–179
Conference Attendance Fund, 170–171
confidentiality and privacy laws, 177
contracts and contract letters. see also appointment and reappointment
grievance process for termination of, 61–65
implications of, 13–15
issuance of, 22
termination of, by University, 58–61
copyright policy, 168–169
Core Curriculum, 4
Core Curriculum Advisory Committee, 80–81
Curriculum Committee, 81

Department Chairs
defined, 8–9
duties of, 164–165
and sabbaticals, 54
Design Services, 117, 184–185

Elections Committee, 79–80
emeritus/emerita status, 9–10
employment policies, University
Americans with Disabilities Act (ADA), 98
amorous relationships, 99
benefits, 102–110
Computer and Network Use Policy, 101
conduct policies, 99
confidential material, 100–101
collision of interest, 99
discipline, 100
drugs and alcohol, 101
Equal Opportunity/Affirmative Action Policy, 98
harassment, 100
identification with University, 17, 99
sexual harassment, 100
smoking, 101–102
Whistleblower Policy, 99
Evaluation Process Committee, 81
Executive Committee of the Faculty Assembly, 58, 69, 72, 81, 93, 95–97

Faculty Assembly
attendance permissions, 92
Chair/Speaker, 93
and changes to "Statutes of the Faculty," 87–88
delegates, 92, 93
executive session, 93
limitations, 91–92
meetings, 93
membership, 92
minutes, 95
power and authority, 91
quorum and attendance, 93
role of teaching faculty, 90
scope and function, 90–91
voting and motions, 94–95

Faculty Manual
changes to, 86–88
general information, 86
interpretations, 88–89
Joint Administration-Faculty Commission on, 78–79, 86, 87
faculty ranks, 7, 19
faculty searches, procedures for, 24, 125
faculty status, 7–8
Family Educational Rights and Privacy Act of 1974 (FERPA), 177

General Review, 27, 126–136
governance, faculty. see committees of the faculty
Gramm-Leach-Bliley Act (GLB), 177
grants
collaborative project, 172
faculty/student research, 173
sabbaticals, 173
team-teaching initiative, 173
grievance procedures
abuse of process, 67
ad hoc Faculty Grievance Committee, 72–74
against a committee, 67–68
concerning promotion or tenure applications, 48–51
definitions, 66
Faculty Grievance Procedures, 66–75
legal action, 68
sexual harassment, 67
student complaints against faculty, 158
for tenured faculty termination of contract, 61–65
types of committees, 67
University general procedures, 176
Health Information Portability and Accountability Act (HIPAA), 177
identification with University, 17, 99
Individual Professional Development Fund, 170
Instructional Staff, 8, 17
Instructors, 7, 19, 34
intellectual property
copyright policy, 168–169
inventions and patents, 166–167
international doctorates, 21
inventions and patents, 166–167
Joint Administration-Faculty Commission on the Faculty Manual, 78–79
leave policies, University
bereavement leave, 114
faculty sick leave, 110
Family and Medical Leave Act, 110–114
leave for jury and witness duty, 115
leave for private reasons, 115
leave of absence, 114–115
military reserve leave, 114
Lecturers, 20
letterhead stationery, University, 17
MFA (Masters of Fine Arts), 21
Nominations and Elections Committee. see Elections Committee
outside activities and employment, 15

Pre-Tenure Review, 32–33, 144
Presidential Faculty Award, 171
privacy laws, 177
probability appointments, 25–30
professional development opportunities, 170–173
Professors, 7, 15, 19, 39–40, see also promotion and tenure
promotion and tenure. see also tenure/tenure-track
procedures, 34–41
submission of materials for, 145–155
Provost, 8–9, 24, 35, 47, 54–55
Provost's Fund, 171

Rank and Tenure Committee, 32, 45–47, 81–84
Religious Freedom, Second Vatican Council's Declaration on, 16
religious orders, members of, 21
research and scholarship, 12
Review Committee, 48

Sabbaticals
application and decision process, 53–57
grants, 173
policy on, 52–53
stipulations, 53
submission of application, 156–157
Sabbaticals Committee, 84
Salve Regina University. see University (Salve Regina University)
Search Committee, 24
Senior Lecturers, 20
service to the University, 12–13
sexual harassment, 67, 100, 159–161
Sexual Harassment Policy, 159–161
Sister M. Therese Antone Endowed Fund for Academic Excellence, 171–172
Social Media Policy, 190–191
Special Faculty Appointments, 7, 13, 20
appointment and reappointment, 26, 30–31
Standing Faculty Grievance Committee, 48–49, 68, 70–71, 73, 81, see also grievance procedures
"Statutes of the Faculty," 87–88
teaching, 11–12
Teaching Faculty
defined, 92
ranks, 7, 19
responsibilities, 13–15
Teaching Review (observation), 26, 137–143
tenure/tenure-track
appointments, 7, 25–30
criteria for, 37–39
Pre-Tenure Review, 32–33, 144
procedures for, 34–41
terminal degrees, 20–21
termination of contracts
by faculty member, 58
grievance process for tenured faculty, 61–65
University (Salve Regina University)
  about, 4–5
  after hours building use and access, 115–116
  benefits, 102–110
  bookstore, 116
  budget, 116
  Business Office, 116
  campus dining, 117
  cancellations, 121
  career development, 117
  Center for Adult Education, 117
  claim reporting, 123
  communications protocols, 122
  copy center, 118
  Design Services, 117
  employment policies, 98–102
  external questionnaires, 117
  facilities management, 117
  financial aid questions, 117–118
  fire prevention and drills, 118
  fundraising, 118
  funds from University events, 118
  health services, 118
  identification cards, 119
  information technology, 119
  leave policies, 110–115
  library, 119
  liturgies, 119
  mail services, 120
  mission, 4, 16–17
  parking and registration, 120
  personally-owned vehicles and business use, 122
  photography, 122
  publicity/advertising, 120
  purchasing, 120
  safety and security, 121
  -sponsored trips, 122
  telephone service, 121
  tuition benefits, 105–109
  use of space on campus, 116

University Symbols, 189
User Support Services (USS), 187–188

visual and performing arts, 21

Whistleblower Policy, 99, 174–175