

Faculty Handbook

2024-2025



The Morningside University experience cultivates a passion for life-long learning and a dedication to ethical leadership and civic responsibility.

Faculty Handbook

This handbook (which is subject to revision from time to time) is not necessarily up-to-date at all times. Therefore, all employees must abide by the most recent policy decisions, even though they may not be printed in this handbook. Further, it should be stated that this is a summary and many of the items listed here are amplified and/or supplemented in the Employee Handbook, University catalog and by other documents prepared by the administration. Such changes may take effect whenever the administration makes its decision, and this may be before the handbook can be republished. Any changes in the handbook will be made known to you by administrative memo or handbook revision or other appropriate notices. Policies with the most recent revision date will be binding. In all cases, the most recent official statement of the University establishes the current binding policies; and since this handbook is not reprinted with every change of policy, you may have to check with your department supervisor as to the policy in force at the moment.

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Titles and Names

The following is a current list of names of employees in the positions which are mentioned in this handbook. Updates will be provided as needed.

President of Morningside University Lewis Hall – 118	Dr. Albert Mosley x5100
Provost and V.P. for Academic and Student Affairs Lewis Hall – 116	Dr. Christopher L. Spicer x5103
V.P. for Business and Finance Lewis Hall – 102	Mr. Paul W. Treft x5221
Chief of Staff and V.P. for University Engagement Krone Center – 115.	Dr. Erin M. Edlund x5411
V.P. and Chief Information Officer Roadman Hall	Mr. Mark B. Lumsden x5656
Athletic Department Receptionist HPER Center	Ms. Wendy Wilde x5192
Equal Employment Officer Lewis Hall – 102	Mr. Paul W. Treft x5128
Associate Vice President for Admissions Lewis Hall – 106.	Ms. Stephanie Peters x5261
Director of Campus Safety & Security HJF Learning Center – 109	Mr. Brett Lyon x5500
Director of Human Resources Lewis Hall – 103B	Ms. Cindy Welp x5114
Director of Physical Plant Maintenance Building	Jason Reynoldson x5113
Payroll/Administrative Coordinator Lewis Hall – 100	Ms. Brenda Woodbury x5142
Tuition Exchange Liaison Officer Lewis Hall – 206	Ms. Karen K. Wiese x5272
Dean of Students and Title IX Coordinator Lewis Hall – 120	Dr. Beth L. Boettcher x5034

Titles and Names (continued)

The following is a current list of names of key members of Academic Affairs:

Academic Affairs Coordinator Lewis Hall – 116	Ms. Karrie A. Alvarez x5103
Associate VP for Academic Affairs Lewis Hall – 116.	Dr. Brian McFarland x5388
Dean of Nylen School of Nursing Buhler Rohlf's Hall – 315.	Dr. Jacklyn R. Barber x5297
Dean of School of Arts & Sciences Lewis Hall – 116.	Dr. Brian McFarland x5388
Dean of School of Visual and Performing Arts MacCollin – 200	Dr. Heath Weber x5514
Dean of Sharon Walker School of Education Buhler Rohlf's Hall – 213	Dr. Kelly Chaney x5375
Dean of School of Business Lincoln Center – 110.	Dr. Darrel Sandall x5290
Dean of School of Ag and Aviation Buhler Rohlf's Hall – 108.	Dr. Tom Paulsen x5290
Dean of Students and Title IX Coordinator Lewis Hall – 120.	Dr. Beth L. Boettcher x5034
Provost and Vice President for Academic and Student Affairs Lewis Hall – 116.	Dr. Christopher L. Spicer x5103
Registrar Lewis Hall – 104.	Ms. Jennifer Dolphin x5274
Advising and Disability Services Coordinator Lewis Hall – 120.	Ms. Jennifer Braunschweig x5034
Library Director Library - 101	Mr. Adam R. Fullerton x5247

I. THE ACADEMIC COMMUNITY

STATEMENT OF MISSION

The Morningside University experience cultivates a passion for life-long learning and a dedication to ethical leadership and civic responsibility.

VISION STATEMENT

The University is a student-oriented participatory community, offering liberal arts curriculum combined with a diverse array of practical experiences. The goal is the development of the whole person through an emphasis on critical thinking, effective communication, cultural understanding, practical wisdom, and ethical action. The Morningside University graduate is equipped for both personal and professional success.

BOARD OF DIRECTORS

The Board of Directors have and exercise all those corporate powers prescribed by law. Its ultimate authority is affirmed through its general, academic, and financial policy-making functions and its responsibilities for the corporation's financial health and welfare. The Board of Directors shall have the authority to carry out all lawful functions that are authorized by law or permitted by its Bylaws or by the Articles of Incorporation.

The board of directors shall consist of no fewer than 25 and no more than 45 persons. The president of the university, the resident Bishop of the Iowa Conference of the United Methodist Church or their designate and 3 other persons recommended by the Governance Committee to the Bishop, the duly elected representative of the Morningside University Alumni Ambassadors, the duly elected representative of the academic faculty of the university, the duly elected representative of the administrative staff of the university, and the duly elected student body president of the university, shall all be ex-officio members of the board of directors with all rights, powers and responsibilities of elected members of the board.

PRESIDENT OF THE UNIVERSITY

The President of the University is appointed by the Board of Directors to implement policies established by the Board and to administer the affairs of the University. The President appoints administrative officers to carry out functions appropriate to their offices. The President acts in regard to the hiring, promotion, and the tenure of faculty persons after consultation with the Provost and other appropriate persons.

PROVOST AND VP FOR ACADEMIC AND STUDENT AFFAIRS

The Provost and VP for Academic Affairs acts for the President in the President's absence. The Provost plans, implements, and evaluates academic policy and programs. The Provost evaluates and recruits faculty, develops and manages the academic budget, and serves in an advisory capacity on several faculty committees.

ACADEMIC DEANS

An academic dean is a full-time administrator with significant academic expertise, background, and leadership experience who serves as the head of a School of the University and has general administrative responsibility for all aspects of that School. Academic deans lead the faculty and academic staff of each School, serve as both an advocate and liaison between students, faculty, other staff members, and senior administration of the University, and assist the Provost in managing the academic affairs of the University. Academic deans lead innovation efforts and implement new ideas and plans to advance the strategic direction and initiatives of the School, in line with the overall mission and vision of the university, and aid in the recruitment and retention of students and the marketing of academic programs. Deans oversee the departmental budgets of their Schools; work with their respective faculty on curriculum and internal/external program reviews; oversee School hirings, faculty loads, and evaluations; engage with external constituencies to develop and strengthen relationships through the promotion of their Schools and the securing of resources; and develop and maintain the culture of their individual Schools. Academic deans report to the Provost and the President.

DEPARTMENT HEADS

A Department Head is a full-time faculty member tasked with performing additional administrative duties within their academic Schools. Department Heads are appointed by the Provost in consultation with the dean to three-year terms [with the possibility of reappointment to more than one term] and may rotate amongst faculty members of the department. Department Heads serve as a liaison between students, faculty, and staff and support initiatives set forth by their dean and the University. In collaboration with their academic dean, Department Heads manage their departmental budgets; set the department curricular offerings and faculty course loads; provide Department Head evaluations of their faculty; oversee periodic programmatic reviews of their programs; and work to resolve student and faculty concerns within their departments. Department Heads work to hire, orient, mentor, and evaluate full and part-time faculty when needed. Department Heads also build community and organizational relationships to support departmental needs. Department Heads report to the dean of their School.

OTHER ADMINISTRATION

The principal additional administrative officers appointed by the President are the Vice President for Business and Finance, who supervises financial matters; the Vice President for Institutional Advancement, who directs institutional advancement and alumni affairs; the Vice President of Student Life/Enrollment, who is responsible for the offices of student services, admissions, athletics, and student financial planning; the Chief Information Officer who oversees information technology; and the Vice President for University Engagement who oversees marketing and communication.

II. THE FACULTY

RESPONSIBILITIES

The primary responsibility of the Morningside University faculty is teaching and preparation for teaching. Other responsibilities include advising students and assisting in registration; conducting appropriate scholarly or creative activities; participating in institutional governance; aiding the basic aims of the University; and supporting the institution in the pursuance of these aims.

A. Availability

Personal presence is part of Morningside University's culture. There is an expectation that faculty will make themselves available to students for face-to-face contact outside of class. In general, availability can take a variety of forms including weekly office hours, appointment, email, electronic networks, or phone contact. Faculty are required to establish and advertise a clear availability policy that includes opportunities for face-to-face contact. The location, times and how the faculty will be available should be in the course syllabus and announced during course orientation. Faculty who are unavoidably absent or not reasonably available should notify students, indicating alternatives for meeting or communicating.

B. Faculty Presence

Faculty should avoid missing class sessions without compelling reasons. A pattern of absences which abuse university policies may be grounds for sanction. Faculty are also expected to attend department meetings, division meetings, faculty committee meetings, and meetings of the faculty unless unavoidably prevented by illness, family responsibilities, or other justifiable reasons.

C. Grading Policy

Grades should reflect a student's achievement, performance, or mastery of the course. Such factors as effort, self-esteem, or placement prospects should be extraneous to the assignment of grades. 1) Grades should be assigned in a manner consistent with the definition of the grade in the university catalog (e.g., an A should be awarded only if a student's performance achieved excellence). 2) Faculty members are required to submit to the Provost's office a syllabus for each course being taught. The syllabus will explain the expected levels of performance associated with each grade. 3) Morningside agrees with the AAUP policy of protection against improper academic evaluation: "Students should have protection through orderly procedures against prejudiced or capricious academic evaluation. At the same time, they are responsible for maintaining standards of academic performance established for each course in which they are enrolled."

Letter grades should be defined as follows:

Grade		Honor points per credit hour
A	Excellent	4.0
A-		3.7
B+		3.3
B	Good	3.0
B-		2.7

C+		2.3
C	Satisfactory	2.0
C-		1.7
D+		1.3
D	Marginal	1.0
D-		0.7
F	Failure	0.0

D. Syllabus Outline

Faculty should prepare a syllabus for every course offered for credit, including evening, May Term, and summer session. Please submit one copy of each syllabus to Academic Affairs at the beginning of each semester via e-mail attachment. The e-mail address is: syllabi@morningside.edu.

Some courses, such as private music lessons or sports participation, may not require all of the elements of a standard syllabus, but some written requirements must be given to students.

When you write a syllabus, think of it as a contract with your students. Be clear and unambiguous.

Check with the department head about departmental plagiarism policies. The Academic Honesty and Dishonesty Policy appears in the University Catalog and Student Handbook.

Basic components of a good syllabus:

- Course number and title.
- Semester and academic year.
- Number and credits.
- Day(s), time, and classroom and labs.
- Faculty member's name, office phone, e-mail address, availability, and office location. Home phone is optional.
- Course description, including the goals of the course.
- Assigned texts. Note which are to be purchased and which, if any, are on reserve in the library.
- Written assignments and exams, including due dates.
- Grading criteria. Give a simple formula.
- Policy on late assignments. Accept? Penalty?
- Policy on missed classes or exams. Make up possible? Not? Penalties?
- Do you distinguish between an "excused" and "unexcused" absence? How?
- Plagiarism policy. Check with the department for policy, models. Avoid saying all plagiarism will result in any particular consequence. Give yourself some room for doubtful or marginal cases.
- Schedule of class meeting topics and assignments due on each day of the term. (A useful way to keep yourself on schedule!)

E. Attendance Policy

Morningside University's policy is set forth in the University Catalog. Faculty must be able to report to an appropriate administrative office (if requested) the last day of attendance for students who leave a class without prior notification.

MEETINGS

There will be no meetings mandating faculty attendance during the final examination period.

There are regular meetings of the general faculty once a month during the academic year.

Special meetings may be held upon call by the Provost or by the Faculty Senate. The agendas for all faculty meetings are set by the Faculty Senate.

Voting members defined: The definition of voting faculty and others having faculty voting rights is included in Section III C.

Non-voting members defined: The remaining Vice Presidents, the Registrar, Dean of Enrollment, and the Directors of Alumni Affairs, Graduate Education Program, and Student Financial Planning, are advisory members of the faculty with voice, but without voting privileges.

Rules: A quorum for faculty meetings will consists of 50% of those eligible to vote at faculty meetings. Faculty meetings are conducted according to bylaws adopted by the faculty and Robert's Rules of Order (revised). Questions on procedure are addressed to the faculty parliamentarian. Votes to call the question in faculty meetings will always be taken by actual count, rather than by voice vote, to ensure that the 2/3 of votes required to call the question are achieved. The consent calendar will be distributed with the agenda for the faculty meeting. In order to discuss an item on the consent calendar, a faculty member must request during the faculty meeting that the item be removed from the consent calendar for discussion. The item is place on the floor for discussion and vote (where appropriate). If, in faculty meeting elections with more than two candidates for a position, no candidate receives a majority on the first vote, then there is a run-off vote between the two candidates who received the most votes the first time. In the event that ties on the first vote result in more than two candidates for the run-off vote, the procedure previously described in this section is repeated until there is a final vote between two candidates or one of more than two candidates receives a majority of votes. Candidates for positions requiring faculty meeting elections have the option to provide an election statement that will be included with the agenda for the faculty meeting in which the election will be held. Senate will notify faculty as a whole of deadlines for submitting election statements so that election statements can be included in the faculty meeting agenda. The recommended length for election statements is 250 – 300 words. Nominations of candidates from the floor of a faculty meeting for elections being held in the meeting are not to include speeches in favor of the candidate being nominated.

Provost presides: The presiding officer at faculty meetings is normally the Provost. If the Provost is unavailable, or chooses to step down from the chair, the President of the Faculty Senate will take the chair.

Individuals not specified above may attend General Faculty Meetings only upon invitation by the Faculty Senate.

Individual faculty members or groups of faculty may call faculty forums at any time to discuss matters that those calling the forum consider to be of interest. Official business of the faculty as a whole is conducted only in faculty meetings. Votes, decisions, resolutions, etc. reached by faculty at a forum are not binding on the faculty individually or collectively, nor do they represent the official viewpoint of the faculty as a whole.

POWERS AND DUTIES OF THE FACULTY

Within the context of the general policies established by the Board of Directors, the faculty sets the specific educational policies of the University. It approves all changes in curriculum and degree requirements, recommends candidates for degrees, and considers other educational affairs. The faculty deals with such other matters as may be brought before it. Major policy changes affecting the financial structure of the University or relating to the basic aims of the

University are subject to review by and approval of the Board of Directors.

REFERENDUM PROVISION

The faculty of Morningside University possess the right to place referenda on the agenda of Faculty Meetings for debate and decision under the following conditions. Whenever at least 15% of the voting faculty present the Faculty Senate with a referendum petition requesting faculty action on the particular issue(s) of the petition, the Faculty Senate shall place the referendum on the agenda of the next Faculty meeting for debate and action. Moreover, the Faculty Senate shall not amend, correct, or alter the referendum in any manner before placing it on the agenda without the expressed consent of all petitioning members. This provision in no manner affects the right of any voting member of the faculty to introduce a motion from the floor at any Faculty Meeting; it concerns only the procedure for placement of referenda on Faculty Meeting agendas.

PRIVATE BILL PROVISION

Any voting member of the faculty of Morningside University can, at any time, ask any Faculty Senator to place a Private Bill, involving a particular issue or issues, on the agenda of the next Faculty Meeting. Said Faculty Senator shall present the issue(s) (without delay, amendment, alteration, or correction) to the next meeting of the Faculty Senate, which shall consider it for placement on the next Faculty Meeting agenda. The Faculty Senate, however, retains the authority to delay, amend, alter, or reject any private bill. In any of these cases, the Faculty Senate shall, through a designated agent, inform the proposer. This provision in no manner affects the right of any voting member of the faculty to introduce a motion from the floor at any Faculty Meeting; it concerns only the procedure for placement of private bills on Faculty Meeting agendas.

DIVISION STRUCTURE

Membership: All full-time faculty members of the departments assigned to the division are division members (excluding deans of schools). Any person who, at the time that this proposal is accepted by the faculty, is a member of a division by invitation remains a member of that division so long as that person continues current teaching and academic support duties. Deans of Schools may be invited (or request) to attend division meetings on an as needed basis.

Function: Divisions are committees of the faculty, but are exempt from the duty of filing annual reports. As is the case with other faculty committees, individuals who are not members of the division may attend division meetings only by invitation from the division. Divisions provide representation on selected faculty committees. Divisions elect or nominate representatives to various faculty committees as described elsewhere in this section of the handbook. The division will discuss and act collaboratively upon issues of common concern. Division meetings are an important means by which divisional representatives on faculty committees seek feedback from their division members regarding proposals and actions under consideration by the committees on which the representatives serve. Senators will conduct meetings of their divisions.

The five divisions of the faculty are as follows:

Education and Nursing Division:

- Department of Teacher Education
- Department of Graduate Nursing
- Department of Undergraduate Nursing

Fine Arts & Humanities Division:

Department of Humanities
 Department of Art
 Department of Performing Arts

Sciences Division:

Department of Natural and Mathematical Sciences
 Department of Social Sciences

Professional Studies Division:

Department of Accounting & Business
 Department of Applied Agriculture and Food Studies
 Department of Aviation

DEPARTMENTS

Departments Defined: Departments are the units that teach the academic disciplines and most majors offered to students.

FACULTY POSITIONS AND COMMITTEES

Faculty members elected by the faculty as a whole or by their divisions to serve in an office or on a committee, or appointed by the faculty senate to serve in an office or on a committee, will not be appointed by the faculty senate to an additional office or committee without prior consent from the faculty member. Faculty senate will make appointments based on an interest survey completed by faculty and with attention to diverse representation across campus.

Committee or Position	Number Of Faculty	Elected /Appointed Members	Advisory Member(s) (non-voting)
Academic Standards Committee	5	- 5 full-time faculty members appointed to 3-year staggered terms by Faculty Senate	- Either the Provost or Associate VP for Academic Affairs (Provost's discretion.) - Registrar - Vice-President of Student Life/Enrollment - Director of Financial Aid - Dean of Enrollment
Committee on Environmental Sustainability	3	- 3 faculty members appointed to 3-year staggered terms by Faculty Senate. - Committee selects its own chair from the 3 appointed faculty members. - 3 staff members appointed by the administration. - Student representative(s) from the sustainability focused student organization(s).	NA

Curriculum Policies and Assessment Committee	10	<ul style="list-style-type: none"> - Chair, elected by the faculty at large. - Assessment Coordinator, elected by the faculty at large. - 1 representative from each division - elected by the faculty as a whole from at least 1 candidate nominated by the division. - 4 faculty members elected at-large to staggered terms. 	<ul style="list-style-type: none"> - Either the Provost or Associate VP for Academic Affairs (Provost's discretion) -Registrar
Diversity, Equity, and Inclusion Committee	3	<ul style="list-style-type: none"> - 3 faculty members appointed to 3-year terms staggered by Senate - Committee selects its own Chair from among its members - 3 staff members appointed by the administration - 1 student representative appointed by student government 	NA
Faculty Development Committee	6	<ul style="list-style-type: none"> - Chair, elected by the faculty at large. - 5 representatives appointed by faculty senate - Members of the committee may apply for Ver Steeg funds and/or sabbaticals. 	NA
Faculty Representative to the Board	1	<ul style="list-style-type: none"> - Nominated by Faculty Senate or faculty, elected by the entire faculty to a 4-year term. 	NA
Faculty Representative to the NAIA	1	<ul style="list-style-type: none"> - President appoints, Faculty Senate Ratifies 	NA
Faculty Senate	7	<ul style="list-style-type: none"> - 1 representative from each division - 1 representative who teaches in graduate studies, elected by the entire faculty - 1 at-large representative elected by the entire faculty - President of the Faculty Senate elected by the entire faculty. (President of the Faculty Senate votes only to break ties.) 	Provost
Finance and Facilities Committee	2	<ul style="list-style-type: none"> - 2 faculty members serving staggered 3 year terms, nominated by Faculty Senate and elected by faculty as a whole. (One elected per year.) - Provost - V.P. for Business and Finance - 2 students nominated by student government and confirmed by the President of the University. - 2 staff members elected by the administration and staff - Two Co-Chairs: one the Vice President for Business and Finance, the other a faculty member of the committee elected by the committee as co-chair for a one-year term. 	NA

Graduate Committee	2 (appointed by senate)	-One member from each graduate discipline that is appointed by the Dean of that school offering the graduate program. - Faculty appointed by faculty senate equal in number to the total number from the graduate disciplines.	-Provost -Registrar -Representative from Office of Student Financial Planning
Grievance Coordinator	1	- 1 member of the faculty appointed to a staggered 3-year term by Faculty Senate.	NA
Institutional Review Board	5	- 5 faculty members appointed to staggered 3-year terms by Faculty Senate. (Note that in a three-year cycle this means two years each with one appointment and one year with two appointments.) - Associate VP for Academic Affairs. - Staff member who is appointed by VP for Student Life/Enrollment on an annual basis in consultation with Senate. - 1 member who has no other affiliation with Morningside University appointed by other IRB members.	NA
Parliamentarian	1	- Elected by entire faculty to 3-year term - Ratified by faculty during 2 nd and 3 rd Years	NA
Promotion and Tenure**	6	- Chair, elected by the entire faculty - 1 representative elected from each division. - 1 at-large representative elected by the entire faculty - All members must be tenured. - All members have vote.	NA
Secretary of the Faculty	1	- Appointed by Faculty Senate to 2-year term, will take minutes at all regular and special faculty meetings.	NA

**A division may, for one term, give up their right to elect a representative to the P&T Committee. In this case, the faculty as a whole will elect a member to serve at-large.

TIMELINE FOR ELECTIONS AND NOMINATIONS

Nominations and elections in a given year will be conducted according to the following timeline.

February:

- Faculty members and Faculty Senate nominate candidates for at-large positions.
- Divisions elect representatives to the Promotion and Tenure Committee.
- Divisions submit nominations for Curriculum Policies and Assessment Committee.

March:

- Faculty complete at-large elections, including Curriculum Policies and Assessment Committee elections, at the first faculty meeting of the month.

March and April:

- Divisions elect representatives to the Faculty Senate and the Faculty Development Committee.

SCHEDULE OF DIVISIONAL ELECTIONS AND NOMINATIONS

Divisions will conduct elections for committee representatives and make nominations for the Curriculum Policies and Assessment Committee in their election years according to the following chart.*

Divisions and Their Election Years

Division	Departments	Election Years
Sciences	Natural and Mathematical Sciences (Biology, Chemistry, Computer Science, Math), Social Sciences (Criminal Justice, Political Science, Psychology)	2025 and every 3 rd year thereafter
Education and Nursing	Teacher Education, Graduate Nursing, Undergraduate Nursing	2026 and every 3 rd year thereafter
Fine Arts & Humanities	Humanities (English, Communication, History, Religious Studies, Spanish), Art, Performing Arts	2027 and every 3 rd year thereafter
Professional Studies	Applied Agriculture and Food Studies, Aviation, Acct and Business	2025 and every 3 rd year thereafter

TERM-LIMITS

Service in elected positions is limited to two consecutive terms. Partial terms of one year or less do not count toward term limits. All other partial terms count as full terms for purposes of term limits. After a break of at least a full year, a person may serve again in that position. A person may move from one elected position to a different elected position without a break. For example, a faculty member who has just completed two terms as a division senator is eligible to serve as President of the Faculty Senate.

REPLACEMENTS ELECTED OR APPOINTED

When necessary, replacements for elected positions will be elected for the remainder of the unexpired term in the same manner in which the prior holder of the position was elected. Replacements for appointed positions will be appointed for the remainder of the unexpired term in the same manner in which the prior holder of the position was appointed.

RECALL PROVISION

Whenever at least 33% of the constituents of a particular elected faculty officer sign a petition asking for the recall of that officer, and thereby a new election for the office, despite that officer's continuing tenure in the office, and submit the petition to the Provost, the Provost will order that new elections be held within ten calendar days of receipt of the petition. The Provost will appoint the time and place for the election and the rules of quorum applying. The Provost will govern the election process, including distribution of written ballots, tabulation and announcement of results, which will be immediately binding.

Anyone may dispute a recall election. In the case of a disputed recall election, an appeal may be made to the President of the University, who may choose to uphold the prior result or accept the appeal. In the latter case, the President of the University will order new elections within ten calendar

days of receipt of the appeal (standard parliamentary procedures applying), conducted by a governing officer of the University President's choosing. In the interim, the result of the recall election is binding. The second election result becomes immediately binding. No appeal may be made subsequent to the second election.

POSITIONS ELECTED BY FACULTY AT-LARGE

The table below details positions elected by the faculty at-large with length of term and time of election. Following the table is a description of each position.

Elections by the Entire Faculty

Office	Nominated By	Term (Years)	Time of Election
Chair of P&T	Promotion and Tenure Committee and Faculty	3	2024 and every 3 rd year thereafter in the October Faculty Meeting
At-large member of P&T	Faculty	3	2026 and every 3 rd year thereafter in the October Faculty Meeting
Chair of FDC	Faculty	3	2026 and every 3 rd year thereafter in the first March Faculty Meeting
Chair of CPAC	Faculty	3	2026 and every 3 rd year thereafter in the first March Faculty Meeting
Assessment Coordinator of CPAC	Faculty	3	2025 and every 3 rd year thereafter in the first March Faculty Meeting
CPAC Divisional Members	Divisions	3	The position(s) up for election as per divisional election years in the first March Faculty Meeting.
At-large members of CPAC	Divisions and Faculty	3	2024 and every 3 rd year thereafter for two, 2025 and every 3 rd year thereafter for one in the first March Faculty Meeting, and 2026 and every 3 rd year thereafter for one
Faculty Representative to the Board	Divisions and Faculty	4	2024 and every 4 th year thereafter in the first March Faculty meeting
Faculty Senate At-large member	Faculty	3	2024 and every 3 rd year thereafter in the first March Faculty Meeting.
Finance and Facilities	Faculty Senate	2	2025 and every 3 rd year thereafter for one, and 2026 and every 3 rd year thereafter for one in the first March Faculty Meeting
Parliamentarian	Faculty	3	2026 and every 3 rd year thereafter in the first March Faculty Meeting
President of the Faculty Senate	Divisions and Faculty	3	2026 and every 3 rd year thereafter in the first March Faculty Meeting
Graduate Programs Faculty Representative	Faculty	3	2026 and every 3 rd year thereafter in the first March Faculty Meeting

Chair of the Promotion and Tenure Committee

The Chair of the Promotion and Tenure Committee calls and presides at P&T meetings. The Chair is a full voting member of the Committee.

Chair of the Curriculum Policies and Assessment Committee

The Chair of the Curriculum Policies and Assessment Committee calls and presides at CPAC meetings. The Chair votes only to break ties.

Chair of the Faculty Development Committee

The Chair of the Faculty Development Committee calls and presides at FDC meetings. The Chair votes only to break ties.

Assessment Coordinator

The Assessment Coordinator serves as a member and vice-chair of the Curriculum Policies and Assessment Committee. This person oversees the collection of assessment data.

Curriculum Policies and Assessment Committee Members

Divisional members of CPAC are nominated by their divisions. Elections of CPAC divisional members occur in their division's election year. At-large members of CPAC are nominated by the faculty as a whole and elected by faculty as a whole.

Faculty Parliamentarian

The Faculty Parliamentarian is elected by the faculty to serve a three-year term. The person's continuance in that role is ratified at the fall workshop in the second and third years of the term. The Parliamentarian will be called on by the presiding officer of the faculty meeting to make a ruling on proper procedure using this document and Robert's Rules of Order (revised) for guidance.

Faculty Representative to the Board of Directors

The Faculty Representative to the Board of Directors has all the rights, powers, and responsibilities of elected members of the board (for details, see Articles of Incorporation and Bylaws of Morningside University). In addition, the Faculty Representative has the obligation to report to the general faculty in a reasonable time after each board meeting. The Faculty Representative shall serve a four-year term and shall be eligible for reelection to a maximum of two full consecutive terms. Faculty Representatives who have served eight consecutive years shall be eligible for reelection following a one-year hiatus.

Finance and Facilities Committee Members

Two faculty members serve on the Finance and Facilities Committee. The terms are staggered such that one faculty member is elected each year.

President of the Faculty Senate

The President of the Faculty Senate calls and presides at Faculty Senate meetings and presides at faculty meetings in the absence of the VP for Academic Affairs. The President of the Faculty Senate votes only to break ties.

Graduate Programs Faculty Representative

The representative of graduate studies serves as a member of the Senate specifically to represent graduate programs.

COMMITTEES

A system of committees operates under the authority of the faculty for the purpose of supporting and ensuring adequate delivery of the educational program of the University. It is intended that committees will accomplish this general task by direct or indirect participation in the decision-making processes of the University. When necessary or desirable, committees will recommend or initiate decision-making policies to enhance the quality of the overall decision-making process.

Powers

Standing faculty committees are responsible to the faculty, which can review, revise, revoke or approve the decisions or actions of any committee. To facilitate and expedite this process, each

standing faculty committee will submit an annual report to be filed with the Faculty Senate president by May 31. The report should include but is not limited to:

- Name and title of each committee member
- Name of the chair of the committee
- List of actions completed and issues addressed
- List of goals for next academic year
- List of concerns or unfinished business or resources needed

Membership

Committee appointments which are under the jurisdiction of the Faculty Senate take place at the beginning of each academic year. Faculty Senate will also appoint faculty members to Ad Hoc committees and task forces as necessary. (Student members of committees are appointed by the Student Government Association; the committee itself, once constituted, selects staff members, if appropriate.) Individuals who are not members may attend meetings only by invitation from the committee.

Representing the Faculty

Only faculty eligible for committee membership and elected by the faculty or appointed by the Faculty Senate represent the general faculty on standing or ad hoc committees.

Eligibility for Committees

All faculty members with voting rights are eligible for committee service.

Rules

Committees, like the faculty, operate in accordance with Robert's Rules of Order (rev.). Each committee elects its own officers by September 15. Advisory committee members do not vote and are not eligible to chair any committee.

Subcommittees

Faculty committees may create subcommittees as needed. These subcommittees report only to the creating committee, and the creating committee is responsible for the subcommittee's actions.

Ad Hoc Committees, Task Forces, and Faculty Representative to the NAIA

From time to time, the administration may ask members of the faculty to serve on ad hoc committees or task forces. Such appointments will be made in consultation with the Faculty Senate. The President appoints the Faculty Representative to the NAIA, and the Faculty Senate ratifies the appointment.

STANDING COMMITTEES

Academic Standards Committee (5 faculty members total)

Function: The Academic Standards Committee works to assure the quality of incoming students and helps give students a fair and equitable opportunity to have a successful and satisfying academic experience.

Membership: The Academic Standards Committee consists of five full-time faculty voting members appointed by faculty senate to 3-year staggered terms. Advisory (non-voting) members are the Provost or Associate Vice President for Academic Affairs (at the Provost's discretion), Registrar, Associate Vice-President for Admissions, Associate Vice President for Institutional Research, and Director of Financial Aid.

Powers and Duties of the Academic Standards Committee (numbering does not imply priority):

1. To review and act upon student petitions for interpretations of, or exceptions to, academic policies.
2. To serve as an authority on the admission of full-time students.
3. To review standards for admission to the university and, when necessary, propose changes to the faculty, which determines those standards.
4. To accept or deny petitions brought by the Office of Admissions on behalf of prospective students who do not meet criteria for automatic acceptance. (The Office of Admissions need not bring forward such petitions for prospective students they deem unlikely to succeed at Morningside University.)
5. To serve in an advisory capacity to the Vice President for Student Life/Enrollment.
6. To review the record of any student not making satisfactory progress toward graduation. The committee may, at its discretion, limit the number of hours for which a student can register, stipulate a specific grade point average for continued enrollment, place on probation, or suspend a student for academic reasons, including stipulations resulting from institutional policies governing financial aid programs.
7. To serve in an advisory capacity to support and guide students on academic warning and probation.

Committee on Environmental Sustainability (3 faculty members total)

Function: The principal function of the Committee on Environmental Sustainability is to foster a culture of sustainability within the Morningside campus community (and beyond) and to raise environmental awareness. In addition, the committee facilitates recycling on campus, advises the student-run environmental group(s), and organizes sustainability related programming (e.g.-faculty development), and activities for the campus community. Additionally, the committee will act as a resource for programs, faculty, and courses by providing content and relevant information as requested.

Membership: The Committee on Environmental Sustainability consists of three faculty members appointed to staggered three-year terms by the Faculty Senate. Additional members include: three staff members appointed by the administration (ideally, one staff member from Facilities/Physical Plant with duties related to recycling activities, one staff member with

campus-life or residence-life role, and one office/administrative staff member), and one or more student representatives from each sustainability focused student organization. (Other volunteers from the campus community are welcome to join.)

Powers and Duties of the Committee on Environmental Sustainability

1. To foster a culture of sustainability on the Morningside campus (and beyond) by organizing programming such as public lectures, professional development activities, and intra- and/or inter-university events and competitions.
2. To monitor, facilitate, coordinate, and promote recycling on campus.
3. To work with students and faculty (individuals and groups) regarding activities related to the work of the committee.
4. To work with the development office towards securing extramural funding such as grants to advance a long-term agenda of achieving campus-wide sustainability and raising environmental awareness.
5. To serve an advisory role for university administration and senior staff regarding decisions affecting campus sustainability, environmental impact, and carbon footprint.
6. To maintain open lines of communications with the campus community and public regarding on-going efforts towards a sustainable campus and raising environmental awareness.

Curriculum Policies and Assessment Committee (CPAC) (10 faculty members total)

Function: The Curriculum Policies and Assessment Committee is responsible for the quality and ongoing assessment of the curricular programs of the university.

Membership: The Curriculum Policies and Assessment Committee is a committee of the faculty composed of 10 faculty members as follows:

- The chair is elected by the faculty at large. This election is held in the year that the Division of Education and Nursing holds its elections.
- The Assessment Coordinator elected by the faculty at large. The assessment coordinator serves as the vice-chair of the committee. This election is held in the year that the Sciences Division holds their elections.
- 1 representative from each division. Elections for these members occur in the years that their respective divisions hold elections.
- Four members elected at-large to staggered terms. Elections for two of these are held during the year that the humanities and science divisions hold their elections. One is elected during the year that the chair of this committee is elected. One is elected during the year that the Assessment Coordinator is elected.

The chair only votes to break ties. The committee also has the following advisory committee members: the Provost or the Associate VP (at the Provost's discretion) who serves as a liaison with the administration, and the Registrar who provides expertise regarding current academic policies.

Powers and Duties of the Curriculum Policies and Assessment Committee:

1. Review and evaluate curriculum using assessment data, best practices in higher

education, and other relevant information in order to provide ongoing recommendations to faculty for curricular revision.

2. Review of assessment reports and data (including internal & external reports regarding curricular matters and academic programs) in order to provide feedback and recommendations to faculty.
3. Review all undergraduate course and program proposals. Minor course and program changes may be placed on the consent calendar and are automatically accepted by the faculty unless challenged. All other proposals approved by the committee are forwarded to faculty senate for placement on a faculty meeting agenda for action by the faculty.
4. Serve as a resource to faculty, departments, and programs with regard to curricular development and assessment.
5. As per section III. A. of the faculty handbook, this committee approves changes in formal course caps, approves decreases in or elimination of formal commitments to offer a certain number of sections of a given course, and to serve as committee of final appeal when departments appeal any decision made by the office of academic affairs under the authority of section III. A. of the faculty handbook.

Diversity, Equity, and Inclusion Committee (3 faculty members total)

Function: The Diversity Committee is responsible for coordinating and overseeing activities and events on campus involving topics focused on diversity, equity, and inclusion.

Membership: Three faculty members appointed to 3-year staggered terms by the Faculty Senate. Additional members include three staff members appointed by the administration and at least one student representative appointed by Student Government. The committee chooses a chair from within the committee.

Powers and Duties of the Diversity, Equity, and Inclusion Committee:

1. To organize and execute activities throughout the year focused on conversations relevant to topics of diversity, equity and inclusion.
2. To sponsor academic and cultural special events and programming pertaining to diversity, equity, and inclusion.
3. To cultivate and assess a campus environment that embraces diversity and inclusion; cultural awareness and understanding; and provides all students, faculty and staff with the opportunity to celebrate diversity and self-identity.
4. To serve as a liaison and pipeline for discussions and ideas regarding diversity originating from various offices and organizations across campus.

Faculty Development Committee (6 faculty members total)

Function: The committee is responsible for overseeing faculty development in the areas of teaching and research.

Membership: The chair is elected by the faculty at large. The committee consists of five full-time faculty members selected by faculty senate. Faculty members may apply for Ver Steeg grants and/or sabbaticals while serving on this committee. Each member serves a three-year term.

Powers and Duties of the Faculty Development Committee

1. To create, develop, and evaluate ways to enhance faculty development regarding teaching, advising, and faculty research.
2. To review sabbatical requests from faculty members. Using criteria from the faculty handbook, makes a recommendation to the President and the Provost in the form of a prioritized list by November 15th each year.
3. To request, receive, and review a full report of activities and accomplishments of faculty members completing a sabbatical leave.
4. To publicize to the faculty the process and criteria used to determine Ver Steeg Faculty Development Grants.
5. To review Ver Steeg and other internal grant proposals from faculty members and notify applicants of grant approvals/denials.
6. Members who have applied for a Ver Steeg grant or sabbatical will remove themselves from the discussion for the purposes of evaluating that one application.
7. To send results of Ver Steeg grant awards to the President and the Provost to be forwarded to the Ver Steegs.
8. To supervise the development and administration of faculty course evaluations, with faculty approval.
9. The Faculty Development Committee includes the following information in its annual report (in addition to the general information all committees include):
 - A. For each grant category: the total number of proposals, the total amount of funding requested from all proposals, and the number of proposals that received at least some funding.
 - B. For each faculty member who received one or more grants: the category and the amount awarded for each grant.
 - C. A copy of each proposal that received some funding

Faculty Senate (7 faculty members total)

Function: The Faculty Senate is the executive committee of the general faculty.

Membership: The Faculty Senate consists of one full-time faculty member elected directly from each of the four academic divisions of the University, one faculty representative of graduate studies (elected at-large), one at-large member elected by the entire faculty and the President of the Faculty Senate (elected at-large). Each member serves a three-year term on the committee. The Provost serves as an advisory member of the Faculty Senate.

Powers and Duties of the Faculty Senate

1. To serve in an advisory capacity to the President and the Provost on matters concerning the faculty and the entire University (e.g., university and department budgets, academic

spending, salaries and fringe benefits, faculty loads, work conditions, and policy changes).

2. To determine, with faculty approval, the standing committees of the faculty; their size, compositions, memberships, powers, and responsibilities; to evaluate the performance of all faculty committees; to periodically review the committee system and recommend changes as needed; and to appoint members to specific standing committees.
3. To prepare, maintain, and revise, with faculty approval, the Faculty Handbook as needed.
4. To maintain an appropriate grievance procedure as described in the Faculty Handbook; to periodically review the grievance procedure and recommend changes as needed.
5. To encourage nominations for the office of President of the Faculty Senate and to ensure that by election time there are at least two active candidates.
6. To set the agenda for faculty meetings in conference with the Provost. Routine items may be placed on the consent calendar at the discretion of the Faculty Senate and are automatically accepted by the faculty unless challenged.
7. To promote and assure nominations for all faculty offices in a timely manner.
8. To appoint faculty to the Grievance Committee, Institutional Review Board Committee, Committee on Environmental Sustainability, Faculty Development Committee, and appoint the position of Secretary of the Faculty.
9. To nominate candidates for members of the Finance and Facilities Committee.
10. To select faculty members to assist the Board of Directors in their annual evaluation of the President of the University, consistent with process agreed upon with the board.
11. To propose the academic calendar for faculty approval.
12. Senators conduct the meetings of their respective divisions.
13. To ratify the President's appointment of the Faculty Representative to the NAIA.
14. When requested by student government, to appoint an ad hoc committee to review applications for new student government groups wanting to be recognized by the institution.
15. To serve in all capacities as delineated in Section IV following.

Finance and Facilities Committee (2 faculty members total)

Function: The principal function of the Finance and Facilities Committee is to participate in the determination of general financial and facilities planning policy for the university.

Membership: The Finance and Facilities Committee consists of two faculty members nominated by the Faculty Senate and elected by the Faculty for three-year staggered terms. Additional members include: The Provost and the Vice President for Business and Finance; two students nominated by the Morningside University Student Government and confirmed by the President of the University; two staff members elected by the administration and staff. The

Co-Chairpersons of the Committee will be the Vice President for Business and Finance and a faculty member of the Committee elected by the Committee for a one-year term.

Powers and Duties of the Finance and Facilities Committee

1. To engage in a continuing review of the financial and facilities situation at the University and to report this information to the campus community.
2. To monitor the financial condition of the University and the state of the University's facilities as compared to other institutions.
3. To advise the Administration on all financial and facilities matters which concern the members of the University community, such as: the size of the University, the level of tuition and fees; the size and distribution, over broad categories, of the University budget; needs for new construction, renovation, and deferred maintenance on the campus; and long-range financial and facilities planning.
4. To recommend priorities for broad financial aggregates and ratios, and for construction, renovation and maintenance projects.
5. To hear and deal with related issues brought to the Committee by any member of the University Community.
6. To make recommendations to the President of the University concerning athletic financial aid as to its necessity and amount; to report those recommendations to the Faculty Senate; and to file those recommendations with the Provost's Office.

Reporting Frequency and Procedure

1. An agenda will be established for each meeting by the Co-chairs and distributed to Committee members in advance of the meeting.
2. The Committee will appoint a Secretary who will keep minutes of each meeting.
3. The Official Meeting Minutes will be made available to members of the University community on a timely basis.
4. The Committee will report periodically to the campus community.
5. An annual report will be filed with the Faculty Senate, housed in the office of Academic Affairs at the end of each academic year. In addition, a copy of the annual report will be available in the University Library.

Graduate Committee (4 faculty members total)

Function: The Graduate Committee is responsible for all graduate curricular matters and ensures that graduate students are given a fair and equitable opportunity to have a successful and satisfying academic experience.

Membership: The Graduate Committee is composed of one member from each graduate discipline. Each faculty member is appointed by the dean of the discipline.

Faculty Senate also appoints faculty to the Graduate Committee. The number of faculty appointed by the Faculty Senate is equal to the number of graduate disciplines at Morningside University.

Members of the Committee from the graduate disciplines and members appointed by the Faculty Senate are all voting members of the Committee. The VP for Academic Affairs, Deans of the Graduate Schools, as well as a representative each from the Office of the Registrar and the Office of Student Financial Planning, are advisory, non-voting members of the Committee. The chair of the Committee must be one of the members appointed by Faculty Senate and is elected by its voting members.

Powers, Duties, and Procedures of the Graduate Committee

1. Approves all graduate curricular additions, deletions, and modifications of any kind, including approval of offerings by external entities for Morningside graduate credit. Proposals approved by the Committee for additions, deletions, or modifications to graduate curriculum go to the faculty as a whole for a vote.
2. Reviews and acts upon graduate student petitions for interpretations of, or exceptions to, academic policies. The Committee's decision is effective immediately after the vote on a petition is taken.
3. Serves as a resource to graduate faculty and staff with regard to curricular development and assessment.
4. Reviews and evaluates graduate curriculum using assessment data, best practices in higher education, and other relevant information in order to provide ongoing recommendations regarding graduate curriculum.
5. Approves assessment plans and reviews assessment reports and data to provide feedback and recommendations regarding graduate curriculum.
6. Invites, as initiated by the graduate discipline dean, and in consultation with the chair of the Committee, subject matter experts to a meeting to help explain petitions and proposals.

Grievance Coordinator

Function: The grievance coordinator supervises the resolution of grievances via the official faculty grievance procedure.

Membership: The grievance coordinator, appointed by the faculty senate for a three-year term, oversees the initial process of grievance and the creation of the Grievance Review Panel.

Powers and Duties of the Grievance Coordinator:

1. Should a grievance arrive, the grievance coordinator shall create a randomly ordered list of 10 faculty members and notify them of their selection to be on a possible review panel, should the need arise. If a grievance is filed, the members on this list will facilitate selection to serve on a grievance review panel composed of 5 faculty members.

2. This coordinator resolves questions of procedure that arise during the course of a grievance and are not addressed by the current policy and has the responsibility to propose to faculty, for their approval, changes to the grievance policy.
3. This coordinator conducts an annual review of the grievance procedure and, if necessary, recommends changes to the faculty senate.
4. The coordinator supervises the grievance process as described in the grievance policy.

Institutional Review Board (5 faculty members total)

Function: The Institutional Review Board (IRB) committee is responsible for protecting the rights and welfare of human and animal subjects of research conducted at Morningside University. The IRB reviews and oversees research to assure that they meet ethical principles and comply with regulations that pertain to human and animal subject protection.

Membership: The Institutional Review Board consists of five faculty members with staggered 3-year renewable terms appointed by Faculty Senate. (Note that in a three-year cycle this means two years each with one appointment and one year with two appointments.) Additional members include: Associate VP for Academic Affairs, a student services staff member, and one member who has no other affiliation with this institution. Qualified persons from multiple disciplines shall be considered for membership. There shall be at least one member whose experience is in scientific areas and at least one member whose experience is in nonscientific areas. The committee chooses a chair from within the committee.

Powers and Duties of the Institutional Review Board

1. To ensure that proposed research projects meet ethical research criteria. These criteria include ethical concerns such as: risks to subjects in relation to anticipated benefits; importance of knowledge that may reasonably be expected as a result of the research; equitable selection of subjects; informed consent and appropriately documented consent; adequate provision for monitoring the safety of subjects; appropriate provisions for protecting the privacy of subjects; and confidentiality of data.
2. To review research proposals in a timely manner.
3. To provide written feedback to the faculty member or student submitting the proposal.
4. To communicate with faculty about the procedure for IRB approval.
5. To review progress of approved studies at regular intervals during its conduct in order to monitor adherence to the approval procedures.
6. To obtain continuing education germane to human and animal subject protection. IRB members should receive detailed training in the regulations, guidelines, ethics and policies applicable to human and animal subject research.
7. The IRB may consult outside experts when appropriate. These individuals are for consultation only and are not voting members of the board. (For example, a veterinarian may be consulted when the committee is reviewing research proposals involving animals.)

Promotion and Tenure Committee (6 faculty members total)

Function: The committee is responsible for overseeing and maintaining faculty quality.

Membership: The Promotion and Tenure Committee consists of one full-time tenured faculty member elected directly from each of the four academic divisions of the University, one at-large member elected by the entire faculty, and the Chair of the Promotion and Tenure Committee (elected at-large). Each member serves a three-year term on the committee. Terms of service for Promotion and Tenure Committee members normally begin on November 1 and conclude on October 31. At the discretion of the chair, however, newly elected members may be asked to begin service prior to November 1. There are no advisory members, although the Provost is sometimes called upon for consultation. The term of Promotion and Tenure Committee members who serve as the result of sabbatical replacement should begin in the semester before the sabbaticals start, at the discretion of the committee chair. The sabbatical replacement term is completed when the original committee member's sabbatical ends. Note: A division may, for one term, give up their right to elect a representative to the P&T Committee. In this case, the faculty as a whole will elect a member to serve at-large.

Powers and Duties of the Promotion and Tenure Committee

1. To make recommendations to the Provost and the President of the university regarding tenure and promotion decisions. The committee operates in accordance with the procedures published in this handbook.
2. To facilitate pretenure reviews according to the procedure delineated in Section IV of this handbook.
3. To make recommendations to the faculty for changes in criteria and procedures for promotion and tenure when appropriate and necessary.
4. To develop and maintain operational criteria and review and approve procedures for the ongoing evaluation of faculty.
5. To bring at least two nominations for the office of the Chair of the Promotion and Tenure Committee to the faculty for election.

III. AGREEMENTS BETWEEN THE ADMINISTRATION AND THE FACULTY

A. COURSE SCHEDULING AND ENROLLMENT

This subsection refers to formal commitments and formal caps. Formal commitments and caps are defined and described at the end of this section.

1. **Preparation of Course Schedules:** Department Heads have the responsibility to prepare course schedules for each semester and to submit them to the registrar's office by the appropriate deadline. Each semester schedule prepared by department heads is subject the following constraints:
 - A. The schedule must meet the department's formal commitment to teaching MORN 102.
 - B. The schedule must meet the department's formal commitment to offering courses in general education courses.
 - C. The schedule must meet the department's formal commitment to service course offerings.
 - D. The schedule may not require adjuncts and/or overloads unless these have been approved in advance by the office of academic affairs.
 - E. The schedule should spread courses across a wide variety of slots. (A slot is specified by day(s) and time(s) of day that a course is offered.)
2. **Cancellation or Replacement of Courses:** Department heads and the office of academic affairs will always attempt to find mutually satisfactory solutions to scheduling disagreements. However, if one or more of the circumstances described below arises then the office of academic affairs may cancel or replace courses within a semester schedule as described for the particular circumstance. These are the only circumstances under which courses in a semester schedule submitted by a department head can be canceled or replaced without the department head's approval. When making such changes the heads(s) of the affected department(s) will be informed of the change by the office of academic affairs by email or telephone within one class day of the decision. The department heads(s) will then inform the affected instructor(s).

The department of academic affairs may, at its discretion, decide to not cancel or replace a course even though circumstances permit it. In particular, the department of academic affairs will try, when possible, to give special consideration to under-enrolled courses where one or more students enrolled in the course need it in order to meet a graduation requirement that cannot be readily met by another course without increasing time to graduation.

- A. If the schedule submitted by the department head fails to abide by one or more of constraints A-D in item 1 above, the department of academic affairs may revise the schedule by canceling or replacing courses at its own discretion, in order to bring the schedule into compliance with those constraints. In this case the change(s) may be made before registration begins.
- B. If a 300 or 400 level course has fewer than 6 students enrolled by the end of the registration period for juniors and seniors, and if the department head cannot demonstrate that sufficient sophomores will enroll in the course to bring enrollment to at least 6 students, then the office of academic affairs may cancel

or replace the course. Any 300 or 400 level course that has fewer than 6 students enrolled by the end of sophomore registration may be canceled or replaced at the discretion of the office of academic affairs.

- C. If a 200 level course has fewer than 6 students enrolled by the end of the registration period for sophomores, juniors and seniors, and if the department head cannot demonstrate that sufficient first-year students will enroll in the course to bring enrollment to at least 6 students, then the office of academic affairs may cancel or replace the course.
 - D. Any course that has fewer than 6 students enrolled by the end of the registration period for first-year students, sophomores, juniors, and seniors may be canceled or replaced by the office of academic affairs.
3. **Classroom Assignments:** Although some classroom spaces (such as labs, studios, practice rooms, etc.) have obvious specific uses by specific departments, classrooms of all types belong to the university, not to departments. Thus, department heads suggest classrooms for classes when they submit schedules. Department heads are also responsible for informing the office of academic affairs of any non-obvious technical requirements the class may have with regard to the room in which it is held. The office of academic affairs may rearrange room assignments at its discretion in consultation with the affected department head (who consults with the affected instructor) so long as it does so with consideration for pedagogical needs and in accordance with the following constraints:
- A. The room assigned to a class is large enough to reasonably accommodate the number of students given by the formal cap of the class.
 - B. The room assigned to a class meets any special technical requirements that the course may have (computers, projectors, lab equipment, art equipment, music equipment, etc.)

When the office of academic affairs decides to change one or more room assignments it will notify the affected department head(s) by email or telephone of the change within one class day of the decision. The department head(s) will then notify the affected instructor(s).

4. **Scheduled Slots:** The office of academic affairs will try to accommodate slots for courses in semester schedules submitted by department heads. However, if one or more of the circumstances described below arises then the office of academic affairs may move courses in a semester schedule to different slots. These are the only circumstances under which the office of academic affairs may move courses to a slot different from the one in a schedule submitted by a department head without the department head's approval. Before moving a course to a different slot without the department head's approval, the office of academic affairs will try to find a slot that is acceptable to the department head (who consults with the affected instructor). When making such changes the head(s) of the affected department(s) will be informed of the change by the office of academic affairs by email or telephone within one class day of the decision. The department head(s) will then inform the affected instructor(s).
- A. When a course is not scheduled in an established slot and has not been granted an exception by the office of academic affairs. Exceptions will generally be granted only for unusual circumstances (including such traditional exceptions as studios and labs requiring more time than the established slots permit.)

- B. When a course is scheduled in an established slot that conflicts with the time reserved for athletic team practices and has not been granted an exception by the office of academic affairs. Exceptions will generally be granted only for unusual circumstances (including such traditional exceptions as music ensembles, studios and long labs.)
 - C. When the number of courses for general education requirements are not sufficiently spread across the available slots, the office of academic affairs may reassign some of them to other slots in order provide students a wider range of slots at which they can take a course in the category. In this case, the office of academic affairs will first try to move courses from departments that have concentrated their schedule on relatively few slots. If this does not resolve the problem, the office of academic affairs will, in moving courses to different slots, take care to ensure that within a semester and over a series of semesters the burden of having courses moved to different slots is spread across a variety of departments rather than being focused on just a few.
 - D. When all the courses for a particular semester are concentrated on so few slots that scheduling is physically impossible, the office of academic affairs may reassign some of them to other slots. In this case, the office of academic affairs will first try to move courses from departments that have concentrated their schedule on relatively few slots. If this does not resolve the problem, the office of academic affairs will, in moving courses to different slots, take care to ensure that within a semester and over a series of semesters the burden of having courses moved to different slots is spread across a variety of departments rather than being focused on just a few.
 - E. When schedules of two departments, one offering a major that requires a service course from the other, submit schedules that would require students to take both a course from the major department and a service course in overlapping slots, and the conflict would require most of the affected students to spend one or more additional semesters at Morningside in order to graduate, the departments in question will attempt to resolve the scheduling conflict between themselves. In these situations, it is the responsibility of the head of the department offering the major to check for such conflicts and to initiate attempted resolution of them. If the departments in question are unable to resolve the conflict themselves, then one or the other or both may request that the office of academic affairs decide the matter. The office of academic affairs may decide the matter by moving one or both of the courses in question to different slots.
- 5. Enrolling Students in Full Classes:** Normally, only the instructor of a class or the head of the department that offers the class may permit a student to enroll in a class that is already at or above its formal cap. However, if not being able to enroll in the class in a particular semester will likely be the only thing that will require the student to have to spend one or more extra semesters at Morningside in order to graduate, and both the instructor and department head have refused to allow the student to enroll, or will not be available within a reasonable amount of time, then the office of academic affairs may intercede, as follows.

In the case of the instructor and the department head refusing to allow the student to enroll, the office of academic affairs may permit a student to enroll in the class after first trying to contact the instructor (or, when the instructor is not available, the department head) to ensure that the office of academic affairs fully understands the reason(s) for the refusal. In the case where the instructor and the department head will not be available within a

reasonable amount of time, the office of academic affairs must first verify the unavailability of the instructor and department head before enrolling the student in the class.

Whenever it exercises this prerogative, the office of academic affairs will notify the affected instructor and department head by email or telephone, within one class day of exercising this prerogative. This notification will include the name of the student, the name of the course, the reason for granting the student's request, and the efforts made to try to contact the instructor and/or department head.

6. Formal Commitments and Formal Caps: As appropriate, departments commit:

- A. To provide a certain number of sections of MORN 102 per year or every other year. This commitment does not include contractual commitments particular positions (such as the Composition and Rhetoric position) may have to offer sections of MORN 102. All such contractual agreements are not included or affected in any way by this subsection (the course scheduling and enrollment subsection) of the handbook.
- B. To provide a certain number of seats per semester, year, or every other for general education in which the department has one or more courses approved for the category. A department's formal commitment to categories in which it has no courses approved is always 0 seats, unless the department formally commits faculty time from its department to teaching courses in another department.
- C. To provide a certain number of seats per semester, year, or every other year of a particular course. (This would generally be used for service courses.)

A department's initial formal commitment with regard to item (A) will be its level of commitment at the time that this proposal is approved by the faculty. Each department head will negotiate the initial level of commitment for items (B) and (C) with the Provost by one year after the approval of this proposal by faculty in a faculty meeting. Until such formal commitments are in place, the office of academic affairs may determine the commitment from semester to semester, with some consideration of the history of offerings by a department in each category thus far under the current curriculum.

A department may make a formal commitment, where none exists, or increase the amount provided by a formal commitment, by submitting a notice to that effect to CPAC. CPAC will then ensure that the notice is added to the agenda of the next faculty meeting as an item for information. The new commitment, or increased commitment, is in effect following the faculty meeting in which it appears on the agenda.

A department wishing to decrease or eliminate a formal commitment must submit a proposal to that effect to CPAC. Such a proposal must be approved by CPAC. CPAC will then ensure that the notice of the change is added to the agenda of the next faculty meeting as an item for information. The new commitment is in effect following the faculty meeting in which it appears on the agenda.

Formal Caps: Departments will have a formal cap for every course taught from the department. The set of initial caps will be negotiated between the department head and the Provost by one year after the approval of this proposal by faculty in a faculty meeting. Until such formal caps are in place, the office of academic affairs may determine the caps from semester to semester based on the history of caps for each course thus far under the current curriculum.

When new courses are proposed, the formal cap for the course will be included as part of the course proposal. A department wishing to change the formal cap on a course must submit a proposal to that effect to CPAC. Such a change must be approved by CPAC. CPAC will then ensure that the notice of the change is added to the agenda of the next faculty meeting as an item for information. The new cap is in effect following the faculty meeting in which it appears on the agenda. Only the head of the department that offers a course has the authority to set the cap for the semester higher than the formal cap.

7. **Appeals:** CPAC, as used in this subsection, will mean only those members of the committee elected by the faculty. Ex-officio members of CPAC will not be present while exercising the prerogatives described in this subsection. Any decision made by the office of academic affairs under the authority of this section (the course scheduling and enrollment subsection) of the handbook may be appealed to CPAC by the head of the department affected by the decision. CPAC will determine its own procedures for all appeals regarding matters in this section subject to the conditions that both parties must have a fair and equal opportunity to present its side of the case and that CPAC will make a decision and communicate it to both parties in a timely fashion. CPAC may rule in favor of one side or the other or provide a decision that takes parts from the position of each side. There is no appeal from CPAC's decisions in these matters.

CPAC will also have authority to set initial commitments and initial caps in cases where the office of academic affairs and a department head cannot come to agreement. This authority may be exercised if disputes are unresolved after one year following the passage of this proposal or if, prior to that time, one of the parties to the disagreement request that CPAC resolve a dispute regarding initial caps or commitments.

B. MAY TERM POLICIES

1. All May Term courses with associated international travel and most May Term courses with travel elements within the United States should have *at least* two university employees (faculty or staff) on the trip, thus providing sufficient supervisory personnel should any emergencies arise.
2. The faculty member who is the teacher of an international May Term trip course recruits and chooses *at least* one other faculty or staff member to help with the trip.
3. The Academic Affairs office will maintain a list of staff members who are interested in helping with May Term travel courses. Faculty members teaching May Term travel courses are strongly encouraged to consider listed staff members when considering other university employees for supervisory roles while traveling.
4. There must be at least 12 paying travelers signed up for a proposed May Term course involving travel to ensure that the course will actually be offered.
5. Two faculty members scheduled to teach May Term during the same May Term session may choose to work together and jointly plan a course with a travel component. However, if fewer than 16 students enroll for the course only one of the faculty members will receive credit for fulfilling the May Term assignment for that year. The two faculty members involved must agree, in advance, about which of them will get credit for teaching the course if it is under-enrolled. The other would then offer a May Term course the *following year*. The faculty members involved should communicate these arrangements to the Office of Academic Affairs when they send their course proposal to CPAC.
6. A faculty member may invite a family member (age 18 or older) who is not a Morningside student, faculty, or staff to go on a May Term trip provided that the family member pays for the trip just as any other traveler who goes on the trip. However, if a family member goes on the trip then the trip must be open to other members of the Morningside-associated community (such as relatives of faculty and students, alumni, board members, etc.)

7. As in any other class, Morningside University covers liability for incidents incurred in a May Term travel course.
8. Any proposed departures from these guidelines must be approved in advance by the Office of Academic Affairs. The Office of Academic Affairs recognizes the need for reasonable exceptions.

C. VOTING FACULTY TYPES

1. To be a voting faculty member, a faculty member must:
 - A. Have an annual teaching load of at least 12 credits per year (which may include preparing shows, supervising internships, supervising student teaching, supervising clinicals, etc.)
 - B. Hold academic rank
 - C. Hold a teaching position in an academic department.
2. Teaching positions in academic departments must be one of the following three types:
 - A. Tenure Track: Tenure track faculty either hold tenure or, by the terms of their employment, have been given the opportunity to apply for tenure within a given timespan. Their annual evaluation uses the rubric for tenure track and continuing non-tenure track faculty included in this agreement. A 24-credit annual teaching load that incorporates one May Term once every three years is the standard teaching load for tenure-track faculty.
 - B. Continuing Non-Tenure Track: Continuing non-tenure track faculty neither hold tenure nor do their terms of employment provide them the opportunity to apply for it. However, if they continue as faculty after the probation period common to all faculty, they receive a renewable three-year appointment. Their annual evaluation uses the same rubric used for tenure track faculty. A 24-credit annual teaching load with no responsibility for doing a May Term is the standard teaching load for continuing non-tenure track faculty, except in cases where the employment agreement between a continuing non-tenure track faculty member and the administration specifies otherwise. Continuing non-tenure track faculty who have a teaching load different from the standard load at the time this agreement is approved by faculty retain the different load.
 - C. Continuing Non-Tenure Track Performing Arts: There are only 2 continuing non-tenure track performing arts positions: one in choral music and one in instrumental ensemble music. Continuing non-tenure track performing arts faculty neither hold tenure nor do their terms of employment provide them the opportunity to apply for it. However, if they continue as faculty after the probation period common to all faculty, they receive a renewable three-year appointment. Their annual evaluation uses a rubric that is similar to, but not the same as, that used for other faculty. This rubric is included in this agreement. A 24-credit annual teaching load that incorporates one May Term once every three years is the standard teaching load for continuing non-tenure track performing arts faculty.
3. Faculty members meeting criteria 1A and 1B above, and who hold a temporary appointment to a teaching position in an academic department, are considered voting faculty. Temporary appointments may not extend beyond 3 years unless an extension of a term or a longer term is approved by the faculty senate.
4. The number of faculty used to calculate the full-time student to full-time faculty ratio for uses internal to Morningside University is the number of voting faculty as defined by items 1-3 above.
5. The President of the University and Provost retain faculty meeting voting rights under this agreement.

6. Others having faculty voting rights prior to the passage of this agreement, but who do not meet the conditions in this agreement necessary to be considered voting faculty, retain voting rights for the duration of their full-time employment at Morningside in the position they held when this agreement was approved by the faculty. However, these voting rights do not transfer to their successors.
7. The President of the University will consult with faculty senate before adding a non-tenure track line, changing a tenure track line to a non-tenure track line, removing a faculty line, or reallocating a faculty line from one department to another.
8. The requirement that items in section 3 of the Faculty Handbook be modified by joint agreement between administration and faculty ensures that any addition, deletion, or modification of the definition of voting faculty, including the number and type of non-tenure track performing arts positions, requires mutual agreement on the part of faculty and the administration.
9. The rubrics used for annual evaluations of faculty are given below.

Rubric Used for the Annual Evaluation of Tenure Track and Continuing Non-Tenure Track Faculty

- A faculty member who **greatly exceeds** expectations:
 - o Exceeds expectations for effective teaching; and
 - o Exceeds expectations in two of the remaining three criteria and meets expectations in the other one.
- A faculty member **exceeds** expectations:
 - o Exceeds expectations for effective teaching; and
 - o Exceeds expectations in one other category and at least meets expectations in the other two.
- A faculty member who **meets** expectations:
 - o At least meets expectations for effective teaching; and
 - o At least meets expectations in two of the remaining three criteria
- A faculty member who **fails to meet** expectations:
 - o Fails to meet expectations for effective teaching; or
 - o Fails to meet expectations in two or more of the remaining criteria

A. Effective Teaching

- a. Current sources of information:
 - i. Self-evaluation
 - ii. Department Head's evaluation
 - iii. Student course evaluations
 - iv. Required assessment reports, syllabi, and other course documents
 - v. Evidence of student learning
 - vi. Information in the faculty member's file
 - vii. Kudos or complaints from students
- b. Required to exceed expectations:

- i. A reflective approach to one's teaching evidenced within the self-evaluation, taking into account student course evaluations and assessment data, with the intention of improving one's teaching and demonstrating student learning
- ii. A strong evaluation of teaching by the department head
- iii. Strong student course evaluations
- iv. Compliance with all assessment and other faculty approved requirements
- v. Assessment evidence demonstrating the achievement of student learning on the appropriate outcomes

c. Required to meet expectations:

- i. Some reflection on the effectiveness of teaching in the self evaluation
- ii. A generally positive evaluation of teaching by the department head with an indication of potential for improvement
- iii. Generally positive student course evaluations
- iv. Compliance with assessment and other faculty approved requirements
- v. Assessment evidence demonstrating the achievement of student learning on some of the appropriate outcomes

d. Indicators of failure to meet expectations:

- i. No reflection on one's teaching in the self evaluation
- ii. Department head's evaluation of teaching indicating concerns or lack of improvement
- iii. Negative student course evaluations
- iv. Noncompliance with assessment or other faculty approved requirements
- v. Assessment evidence indicating that student learning outcomes are not being achieved

B. Effective Mentoring, Advising, and Student Interactions

a. Current sources of information:

- i. Self-evaluation
- ii. Department Head's evaluation
- iii. Student evaluations of advising
- iv. Information from student services
- v. Information in the faculty member's file
- vi. Kudos or complaints from students

b. Required to exceed expectations:

- i. Discussion in the self-evaluation of how the faculty member interacts with students outside of their courses – as advisees, with student groups, involvement in student/faculty research projects, spontaneous interactions, etc.
- ii. Department head evaluation that validates effective interactions with students – availability, mentoring, professional relationships
- iii. Strong advising evaluations or other evidence of positive student/faculty interactions

c. Required to meet expectations:

- i. Discussion in the self-evaluation of how the faculty member interacts with students outside of their courses – as advisees, with student groups, involvement in student/faculty research projects, spontaneous interactions, etc.
- ii. Department head evaluation indicating generally positive interactions with students – availability, mentoring, professional relationships
- iii. Generally positive advising evaluations or other evidence of positive student/faculty interactions

d. Indicators of failure to meet expectations:

- i. No discussion of how the faculty member interacts with students outside of their courses
- ii. Department head evaluation indicating concern about the quantity or quality of interactions with students
- iii. Negative advising evaluations or other evidence of negative student/faculty interactions

C. Continued Professional Development

a. Current sources of information:

- i. Self-evaluation
- ii. Department Head's evaluation
- iii. Information in the faculty member's file
- iv. Products of professional development, such as publications, papers, creative presentations, performances, etc.
- v. Evidence of professional development activities that contribute to the University and enhance the faculty role, such as conference attendance, advancing expertise of knowledge and pedagogies, maintaining professional practice, workshops, etc...

b. Required to exceed expectations:

- i. Discussion of professional development activities in the self-evaluation with a focus on how the activity benefits Morningside University
- ii. Department head evaluation that validates that the faculty member's professional development activities benefit Morningside University
- iii. Discussion of scholarly activities in the self-evaluation that has produced contributions to the profession – presentations, publications, performances, applications, etc.

c. Required to meet expectations:

- i. Discussion of professional development activities in the self evaluation
- ii. Department head evaluation that validates the faculty member's professional development activities
- iii. Evidence of attendance at workshops, conferences, or other professional development activities

d. Indicators of failure to meet expectations:

- i. No discussion of professional development activities in the self evaluation
- ii. Department head evaluation that indicates concern about professional development for the faculty member
- iii. Lack of evidence for professional development activities

D. Effective Service to the University, Faculty, and/or Community

a. Current sources of information:

- i. Self-evaluation
- ii. Department Head's evaluation
- iii. Information from University offices
- iv. Information about committee service
- v. Information in the faculty member's file

b. Required to exceed expectations:

- i. Discussion of service to the University, faculty, and/or community in the self evaluation with emphasis on leadership activities or other significant accomplishments, how the service to the community extends the reach and good reputation of Morningside University, and/or provides positive examples for our students.
- ii. Department head evaluation that validates the quantity and quality of the faculty member's service
- iii. Other evidence of significant service

c. Required to meet expectations:

- i. Discussion of service to the University, faculty, and/or community in the self evaluation
- ii. Department head evaluation of that validates the quantity and quality of the faculty members service
- iii. Other evidence of service

d. Indicators of failure to meet expectations:

- i. No discussion of service in the self evaluation
- ii. Department head evaluation which indicates concern about the level of service by the faculty member
- iii. Evidence of failure to fulfill minimum requirements of faculty service

Note: Merit pay evaluations do not guarantee that a faculty member will be promoted and/or tenured. Merit pay evaluations are based on single academic years and may not include other, equally important contributions over many years that are necessary for promotion or tenure.

Rubric Used for Continuing Non-Tenure Track Performing Arts Faculty

• A faculty member who **greatly exceeds** expectations:

- o Exceeds expectations for effective teaching and exceeds expectations for effective

- service to the university, and
- o Exceeds expectations in at least one of the remaining two criteria and at least meets expectations in the other criterion.

- A faculty member **exceeds** expectations:

- o Exceeds expectations for effective teaching and exceeds expectations for effective service to the university, and
- o Meets expectations in the remaining two criteria.

- A faculty member who **meets** expectations:

- o At least meets expectations for effective teaching and effective service to the university, and
- o At least meets expectations in one of the two remaining criteria.

- A faculty member who **fails to meet** expectations:

- o Fails to meet expectations for effective teaching or fails to meet expectations for effective service to the university, or
- o Fails to meet expectations in both of the remaining criteria

A. Effective Teaching

a. Current sources of information:

- i. Self-evaluation
- ii. Department Head's evaluation
- iii. Student course evaluations
- iv. Required assessment reports, syllabi, and other course documents
- v. Evidence of student learning
- vi. Information in the faculty member's file
- vii. Kudos or complaints from students

b. Required to exceed expectations:

- i. A reflective approach to one's teaching evidenced within the self-evaluation, taking into account student course evaluations and assessment data, with the intention of improving one's teaching and demonstrating student learning
- ii. A strong evaluation of teaching by the department head
- iii. Strong student course evaluations
- iv. Compliance with all assessment and other faculty approved requirements
- v. Assessment evidence demonstrating the achievement of student learning on the appropriate outcomes

c. Required to meet expectations:

- i. Some reflection on the effectiveness of teaching in the self evaluation
- ii. A generally positive evaluation of teaching by the department head with an indication of potential for improvement
- iii. Generally positive student course evaluations
- iv. Compliance with assessment and other faculty approved requirements
- v. Assessment evidence demonstrating the achievement of student learning on some of the appropriate outcomes

d. Indicators of failure to meet expectations:

- i. No reflection on one's teaching in the self-evaluation
- ii. Department head's evaluation of teaching indicating concerns or lack of improvement
- iii. Negative student course evaluations
- iv. Noncompliance with assessment or other faculty approved requirements
- v. Assessment evidence indicating that student learning outcomes are not being achieved

B. Effective Mentoring, Advising, and Student Interactions

a. Current sources of information:

- i. Self-evaluation
- ii. Department Head's evaluation
- iii. Student evaluations of advising
- iv. Information from student services
- v. Information in the faculty member's file
- vi. Kudos or complaints from students

b. Required to exceed expectations:

- i. Discussion in the self-evaluation of how the faculty member interacts with students outside of their courses – as advisees, with student groups, involvement in student/faculty research projects, spontaneous interactions, etc.
- ii. Department head evaluation that validates effective interactions with students – availability, mentoring, professional relationships
- iii. Strong advising evaluations or other evidence of positive student/faculty interactions

c. Required to meet expectations:

- i. Discussion in the self-evaluation of how the faculty member interacts with students outside of their courses – as advisees, with student groups, involvement in student/faculty research projects, spontaneous interactions, etc.
- ii. Department head evaluation indicating generally positive interactions with students – availability, mentoring, professional relationships
- iii. Generally positive advising evaluations or other evidence of positive student/faculty interactions

d. Indicators of failure to meet expectations:

- i. No discussion of how the faculty member interacts with students outside of their courses
- ii. Department head evaluation indicating concern about the quantity or quality of interactions with students
- iii. Negative advising evaluations or other evidence of negative student/faculty interactions

C. Continued Professional Development

a. Current sources of information:

- i. Self-evaluation
- ii. Department Head's evaluation
- iii. Information in the faculty member's file
- iv. Evidence of products of professional development, such as publications, papers, creative presentations, performances, etc.

b. Required to exceed expectations:

- i. Discussion of professional development activities in the self-evaluation with a focus on how the activity benefits Morningside University
- ii. Department head evaluation that validates that the faculty member's professional development activities benefit Morningside University
- iii. Evidence of professional development activities – presentations, publications, performances, applications, etc.

c. Required to meet expectations:

- i. Discussion of professional development activities in the self- evaluation
- ii. Department head evaluation that validates the faculty member's professional development activities
- iii. Evidence of attendance at workshops, conferences, or other professional development activities

d. Indicators of failure to meet expectations:

- i. No discussion of professional development activities in the self-evaluation
- ii. Department head evaluation that indicates concern about professional development for the faculty member
- iii. Lack of evidence for professional development activities

D. Effective Service to the University

a. Current sources of information:

- i. Self-evaluation
- ii. Department Head's evaluation
- iii. Information from University Offices
- iv. Information in the faculty member's file

b. Required to exceed expectations:

- i. Discussion of service to the university in the self-evaluation with emphasis on recruiting students
- ii. Discussion of how service for the benefit of the university extends the reach and good reputation of Morningside University, and/or provides positive examples for our students
- iii. Department head evaluation that validates the quantity and quality of the faculty member's service
- iv. Other evidence of significant service

c. Required to meet expectations:

- i. Discussion of service to the university in the self evaluation
- ii. Department head evaluation that validates the quantity and quality of the faculty members service
- iii. Other evidence of service

d. Indicators of failure to meet expectations:

- i. No discussion of service in the self evaluation

- ii. Department head evaluation which indicates concern about the level of service by the faculty member
- iii. Evidence of failure to fulfill minimum requirements of faculty service

Note: Merit pay evaluations do not guarantee that a faculty member will be promoted. Merit pay evaluations are based on single academic years and may not include other, equally important contributions over many years that are necessary for promotion.

IV. GUIDELINES FOR RECRUITMENT, APPOINTMENT, PROMOTION, & TENURE

A. RECRUITMENT AND APPOINTMENT

Morningside University is dedicated to recruiting and appointing superior faculty members to teach and participate in the governance of the institution. The University follows a nondiscrimination policy. It is the policy and practice of Morningside University to provide opportunities without regard to age, sex, gender, religion, race, sexual orientation, disability, or national origin, and it seeks minority applicants for each opening that occurs.

1. New Faculty Appointments

On or about October 1 department heads will recommend additional or replacement appointments to the Provost. The Provost and the President will decide which recommendations to accept. For each opening, the Provost appoints a search committee chair (ordinarily the department head) who then selects other faculty members, and a student(s), if appropriate, to serve on the committee. The campus is notified of the opening. The search committee develops a position description and an advertising strategy to be used for announcements and advertisements. The Office of Academic Affairs places the announcements. All search committee members will attend a meeting chaired by the Provost to review search procedures and equal opportunity guidelines.

The search committee reviews all applicants and compiles a list of candidates. The committee and the Provost decide on the candidates to be interviewed. The campus interview includes a teaching presentation open to the university community, a meeting with student majors in the department, and individual sessions with the Provost and President. Other interview activities (e.g., campus and department tours, meeting with division faculty, etc.) are determined by the committee chair and the Provost. The committee invites responses from all faculty and students regarding the candidate.

After interviews are completed, the committee and the Provost arrive at a decision. The Provost negotiates salaries, benefits, and other matters concerning appointments.

Initial appointments are normally for a term of one year and specify title, rank, salary, fringe benefits, and qualifying conditions (completion of a degree, etc.).

2. Adjunct Appointments

Department heads recommend adjunct appointments to the Office of Academic Affairs. The Associate VP for Academic Affairs approves adjunct appointments and stipends and issues letters of appointment.

B. CONTINUING APPOINTMENTS AND NOTICE OF NONREAPPOINTMENT

Letters of appointment signed by the President or the Provost, are offered to new faculty members setting forth the conditions of the appointment. In special circumstances, a new faculty member may be eligible for tenure or promotion consideration sooner than normal on the basis of service elsewhere; any such arrangement is made via discussions at the time of initial appointment and is included in the letter of appointment. Faculty on tenure-track or multiple-year appointments should have the expectation that their

appointments will be renewed unless they are explicitly informed of a decision not to renew their appointments. Each year following the Spring meeting of the Board of Directors, at which the annual budget of the University is approved, the President will send to faculty on continuing appointments a letter specifying their salary for the next academic year. A statement of benefits is available upon request.

Notice of non-reappointment will be given in writing to a faculty member on a tenure-track or multiple year appointment according to the following standards:

1. Not later than March 1 of the first year of academic service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
2. Not later than December 15 of the second year of academic service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
3. At least twelve months before the expiration of an appointment after two or more years at the institution.

Faculty on tenure-track or multiple year appointments who are planning not to accept a renewal of their appointment should notify the Provost in writing of this intention as soon as possible after making such a decision. Those faculty who have concluded a binding agreement to accept employment elsewhere should promptly notify the Provost of this fact.

Full-time faculty members may accept external business or professional responsibilities if and only if these are not in conflict with the interests of the University; extensive external commitments require the approval of the Provost.

C. DEFINITIONS OF FACULTY RANK

All full-time faculty members at Morningside University hold academic rank.

1. **Instructors** are either tenure track faculty members that may not have earned the appropriate terminal degree or are non-tenure track continuing faculty members.
2. **Assistant Professors** are faculty members who, at the Provost's discretion, entered Morningside University at this rank, or tenure track faculty members in the pretenure probationary period, or are non-tenure track continuing faculty members who have earned promotion to this rank, having demonstrated solid records as teachers, advisors, and responsible members of the Morningside University Community.
3. **Associate Professors** are either faculty members who, at the Provost's discretion, entered Morningside University at this rank, or are tenured faculty members, having demonstrated solid records as teachers, advisors, and responsible members of the Morningside University Community.
4. **Professors** are either faculty members who, at the Provost's discretion, entered Morningside University at this rank, or are tenured members of the faculty who have demonstrated sustained distinguished records of achievement in teaching, professional expertise, course and program development, substantial professional development (as determined by peers), and service to the Morningside University Community.

Visiting teachers are assigned rank at the discretion of the Provost.

No distinction with regard to increase in salary due to promotion to the same rank will be made among tenure-track, continuing non-tenure track, and continuing non-tenure track performing arts faculty.

D. ACADEMIC FREEDOM AND TENURE

Academic freedom is vital to liberal education; tenure is designed specifically for the protection of academic freedom. Thus tenure and academic freedom are mixed inextricably in the life of a university.

1. Academic Freedom

Liberal education requires freedom of thought in an environment marked by the quest for truth. Because freedom of thought is essential to the vitality of a democratic society, Morningside University is dedicated to its maintenance.

- a. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of other academic duties, but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- b. The teacher is entitled to freedom in the classroom discussing subject matter but should be careful not to introduce material which has no relation to the course.
- c. The university or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When speaking or writing as a citizen, the teacher should be free from institutional censorship or discipline, but a special position in the community imposes special obligations. As a person of learning and an educational officer, it should be remembered that one's utterances may be used by the public to judge one's profession and institution. Hence the teacher should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and every effort should be made to indicate that one is not speaking for the institution.

2. The Purpose of Tenure

Morningside University endorses the 1940 Statement of Principles on Academic Freedom and Tenure (with 1970 interpretive comments) which has been formulated by the American Association of University Professors and the Association of American Universities (see AAUP Policy Documents and Reports, 9th edition, PP 3-10).

Tenure aids in maintaining academic freedom. It protects faculty members from arbitrary sanctions which would curtail or inhibit the search for truth in the classroom, the open consideration of matters concerning the work of the University, and voluntary participation in the teacher's right to determine the content of courses taught and to select appropriate methods of instruction and evaluation; it assures the honest consideration of issues in committees served by faculty as well as in student organizations seeking faculty help and guidance; it under girds freedom of speech and association in civic organizations with which the faculty may choose affiliation. Tenure is not a cloak for incompetence, sloth, or failure of duty. Therefore, tenure policy must provide openly recognized criteria for granting tenure as well as clearly defined causes and procedures for termination.

3. Eligibility for Tenure

Faculty eligible for tenure must have full faculty status and teaching responsibilities constituting at least two-thirds of their duties on campus. Teaching activities shall be defined as those which result in the awarding of academic credit. An exception to the two-thirds minimum requirement will be made for department heads. In special circumstances a person may be eligible sooner on the basis of service at another university. To be eligible for tenure track a faculty member must hold the rank of assistant professor or higher. A full academic year's leave of absence without salary, or service under a part-time appointment, will not be included in the computation of years of service in determining eligibility for tenure. Once on tenure track a faculty member must remain on tenure track. Tenure does not apply to administrative roles that teachers may hold. Neither does tenure apply to the titular rank often associated with administrative appointments.

E. FIRST YEAR EVALUATION BY DEPARTMENT HEAD

The evaluation and nurturing of new faculty members at Morningside University begins in their first year within their department. Because department heads probably have the most direct contact with first year faculty in their area, it is important for department heads to both mentor and monitor first year teaching efforts. (If the first-year teacher is a department head, the Provost will designate appropriate substitutes.)

Evaluative activities by department heads regarding first year faculty should include at least the following:

- a. At least four class visits (and where appropriate, lab visits) throughout the first academic year. Written observations and suggestions from the class visits should be reviewed with the faculty member, with copies placed in the department head's files.
- b. Administration of midterm course evaluation forms in every course taught within the first year, with results reviewed by the department head and first year faculty member in consultation.
- c. Review of student course evaluation forms at the conclusion of each semester, by the department head and first year faculty member in consultation.
- d. At least two conferences between the department head and the first-year faculty member each semester, for discussion, mentoring comments, and evaluation.

Near the conclusion of each academic year, all Morningside University faculty write self-evaluations and receive written evaluative responses from their department heads. The department head's year-end evaluation of first year faculty should be more detailed than other evaluations, based upon all of the activities listed above. It should be more prescriptive than usual, making specific suggestions for improvement, helping to set benchmarks for future work. The year-end First Year Evaluation by the department head should be reviewed with the first-year faculty member and filed in the Provost's office.

F. THIRD YEAR PRETENURE EVALUATION

The third-year evaluation is intended both to improve faculty quality and to assist new instructors in knowing how they are doing with regard to tenure criteria. The process

comes late enough so that instructors should be acclimated to the responsibilities of their positions but early enough before the tenure decision to make improvement realistically possible. A careful assessment and the subsequent conference provide the basis for an understanding between the instructor and Morningside University as to expectations regarding tenure. In turn, planned efforts to facilitate improvement are encouraged. The process normally is as follows:

1. The evaluation is conducted during the third year of service. It is initiated by the Promotion and Tenure Committee on the basis of names provided by the Provost.
2. The Promotion and Tenure Committee selects a subcommittee of three for each candidate to be considered. The Pre-Tenure Subcommittee consists of two members of the Promotion and Tenure Committee and the candidate's Department Head in an advisory capacity (the Provost should designate a substitute if a department head is being evaluated). This Pre-Tenure Subcommittee considers materials in the Provost's file (including the First Year Evaluation by the department head), a discussion with the candidate, a pre-tenure portfolio, completed student evaluations of individual classes, survey results from the committee's electronic survey (data results provided to the candidate), and interviews with selected students, faculty, and staff/administrators. The subcommittee will interview at least two individuals from a candidate-supplied list of faculty members and at least two individuals from the list of students provided by the candidate to the subcommittee. Other methods such as classroom visitations, assessments by community persons, and additional interviews with campus members may be considered if appropriate for the person being evaluated. Guidelines for preparation of the portfolio may be obtained from the Promotion and Tenure Committee. The candidate will submit a portfolio to the Provost's office by March 1.
3. The Pre-Tenure Subcommittee conducts an electronic survey of all full-time faculty and staff and appropriate students. Each student must have taken at least one course from, or be an advisee of, the candidate being evaluated.
4. With all evaluation materials in hand, the Pre-Tenure Subcommittee evaluates the candidate on the basis of the criteria for promotion and tenure and prepares a written report of the faculty member's progress in each of the four tenure criteria areas. This report is forwarded to the Provost and the Promotion and Tenure Committee and reviewed with the faculty member being evaluated, who has the right to prepare a written response for the Provost and the Pre-Tenure Subcommittee.
5. The Pre-Tenure Subcommittee meets with the instructor and the Provost to discuss the evaluation and expectations regarding tenure. Materials that do not compromise confidential sources may be given to the instructor to facilitate improvement. The report is signed by the instructor, members of the Pre-Tenure Subcommittee, and the Provost to indicate agreement that the conference occurred and that there is mutual understanding of its content.
6. The department head ordinarily is the key person to work with the candidate on areas for improvement and should specifically address the faculty member's progress in these areas in the annual department head evaluations.
7. The Pre-Tenure report is retained by the instructor, the Department Head, and the Provost for consideration in the eventual tenure decision.

G. CRITERIA FOR TENURE

1. The following criteria are used in the evaluation of faculty for pre-tenure and tenure (listed in order of priority):

- Effective Teaching
- Effective Mentoring, Advising, and Student Interactions
- Continued Professional Development
- Effective Service to the University, Faculty, and/or Community

a. For each criterion, the following is considered as admissible evidence (not in priority order):

i. Effective Teaching

- Competence in specialty
- Quality of preparation and presentation
- Enthusiasm for teaching
- Reflection on evidence of student learning
- Stimulation of intellectual curiosity
- Fairness in evaluation of student work
- Consideration and courtesy toward students
- Fair treatment of differing viewpoints
- Integrity in the use of evidence
- Dependability and punctuality
- Use or development of effective and innovative teaching methods and strategies

ii. Effective Mentoring, Advising, and Student Interactions

- Quality of services to advisees
- Availability to students
- Encouragement of student responsibility and realistic academic and career planning
- Knowledgeable assistance with curriculum and other university programs and resources
- Encouragement of student scholarly research
- Encouragement of mentoring relationships
- Fair and impartial relationships with all students
- Maintenance of professional relationships with students

iii. Continued Professional Development

- Continued development of good teaching
- Continued study (formal or informal)
- Engagement in scholarly research (e.g. scholarship of discovery, integration, application, and/or teaching)
- Scholarly presentations and publications
- Creative presentations and performances

- Attendance/participation at professional meetings
- Staying current in teaching areas
- Professional work relevant to the discipline
- Positive peer evaluation of scholarly or creative products and/or of professional work relevant to the discipline
- Contributions to the profession (e.g., membership in and/or leadership of professional or academic societies)

iv. Effective Service to the University, Faculty, and/or Community

- Cooperativeness and collegiality
- Contributions to faculty committees
- Contributions to the department
- Support for other departments, programs, and areas of the university
- Contributions to student groups
- Attendance/participation at university activities
- Promotion of the university through service to the community and/or modeling for our students

b. The following is ordinarily inadmissible as evidence except under the conditions specified:

- i. The subject or viewpoint of the faculty member's scholarly research and publication or presentation except where standards of scholarship or integrity have been violated;
- ii. The subject or viewpoint of the faculty member's classroom discussion, except where standards of scholarship or integrity have been violated;
- iii. The viewpoints expressed and actions taken in a faculty member's non-teaching roles in the university (includes committee and faculty work, group sponsorship, association with other university activities), provided that they reflect scholarly integrity, appropriate restraint and respect for the opinions of others;
- iv. The subject or viewpoint expressed in the exercise of the rights of citizenship outside the university, provided that public utterances and actions reflect scholarly integrity, are exercised with appropriate restraint, show respect for the opinions of others, and that every effort is made to indicate that the faculty member is not a spokesperson for the University;
- v. Personal factors except where they involve major conditions such as gross immorality, flagrant social misconduct, evident dishonesty, and physical and mental incapacity.

H. PROCEDURES FOR GRANTING TENURE

During the sixth year prior to November 1, a decision is made in regard to the granting of tenure in accordance with the indicated procedures.

Consideration of a person for tenure begins in the fifth year of full-time service. By October 15 in the candidate's fifth year, the Provost's office notifies the candidate, the department head, the academic dean, and the Promotion and Tenure Committee of the candidate's eligibility for consideration of tenure. The Promotion and Tenure Committee initiates an evaluation based on the criteria for tenure within the spring semester of the candidate's fifth year.

The candidate should then prepare an electronic portfolio to support their application for tenure. Guidelines for preparation of the portfolio may be obtained from the Promotion and Tenure Committee. The candidate will submit a portfolio to the Provost's office by August 1 and will receive a dated receipt for the portfolio. The candidate also should solicit a letter of recommendation from their department head and academic dean, to be sent directly to the Provost's office. If the provost is the candidate's academic dean, then a letter will be solicited from an appropriate substitute determined by a consultation between the candidate and the provost. The Promotion and Tenure Committee then evaluates the faculty member's portfolio as well as other materials that the committee has gathered.

The Promotion and Tenure Committee will forward its written tenure recommendation to the Provost and the President by October 10 of the candidate's sixth year. The Provost's recommendation is sent to the President by October 15. The decision of the President based on the criteria for tenure will be tendered in writing by November 1.

Such notice will indicate the Promotion and Tenure Committee's recommendation and the reasons for the decision. If tenure is not granted, the following year will be the faculty member's terminal year at Morningside University.

If the President denies tenure, the faculty member has fifteen (15) working days from the date of notification to appeal the decision on the basis of procedure and/or alleged violation of academic freedom. The President, after reviewing the request on procedure and in consultation with the Provost, shall notify the faculty member in writing, within fifteen (15) working days, of one of the following:

1. No violation discovered, in which case the appeal is denied and the matter closed;
2. Violation discovered, but of a technical nature which made no difference to the outcome of the case, in which instance the President shall decide whether to close or to reopen the case; or
3. A major violation discovered that could have made a difference in the outcome, in which case the case will be reopened.

If the faculty member wishes to appeal on any other basis they must use the grievance procedure as outlined in Section IV, S., in the Faculty Handbook.

I. PROMOTION

The system of promotion is intended to acknowledge excellence in teaching, maintenance of professional relationships with students, professional development, university service,

and community service. Promotion is dependent upon degrees, rank, eligibility criteria for promotion, and evaluation based on criteria for promotion and tenure.

Promotion (if approved) becomes effective with the year following the year of review.

1. Eligibility Criteria for Promotion:

- a. Instructor to Assistant Professor: There is a trial period of at least 5 years in the rank of instructor.
- b. Assistant Professor to Associate Professor: Normally occurs in the 6th year when tenure is granted (unless the probationary period was shortened at appointment for prior service).
- c. Associate to Full Professor: There is a trial period of at least 5 years in the rank of associate professor.

(For the job descriptions associated with each rank, see Section C.)

2. Criteria for Promotion

- a. Criteria for promotion of tenured/tenure-track faculty persons to Assistant Professor and Associate Professor are the same as those expected for tenure, with the four general categories in priority order:
 - i. Effective Teaching
 - ii. Effective Mentoring, Advising, and Student Interactions
 - iii. Continued Professional Development
 - iv. Effective Service to the University, Faculty, and/or Community

Regarding evidence in each category, see the criteria for tenure above (III G).

All successful candidates for Full Professor must demonstrate a sustained, distinguished record in the four general categories cited above appropriate to their roles, whether undergraduate or graduate. In addition, they must demonstrate positive influence on the academic culture, quality, and standards of the institution. Evidence that will be considered includes (not in priority order):

- Recognition within and/or beyond the university for teaching excellence
- Recognition within and/or beyond the university for contributions within one's field
- Recognition within and/or beyond the university for contributions to community and society
- Leadership or major contributions to faculty committees
- Constructive mentoring and positive modeling

3. Procedure for Promotion

Consideration of faculty for promotion normally proceeds as follows:

- a. Faculty members who wish to be considered for promotion submit their electronic portfolio to the Provost by October 1. The minimum time in rank for consideration is for outstanding faculty members; others should expect consideration after the minimum years. The candidate should solicit a letter of recommendation from their department head and academic dean to be sent to the Provost by October 1.

- b. The Provost submits candidates' names by October 15 to the Promotion and Tenure Committee which initiates an evaluation based upon the criteria for promotion and tenure. In making recommendations, the committee considers the following information:
 - (1) promotion portfolio prepared by the candidate;
 - (2) survey results from the committee's electronic survey;
 - (3) department head letter of recommendation unless department head is the candidate;
 - (4) academic dean's letter of recommendation;
 - (5) letters of support from staff or community members;
 - (6) interviews with at least two individuals from each category of interviewees (faculty/students) from the list of names provided by the candidate to the subcommittee;
 - (7) records in the Provost's office.
- c. The committee's recommendation is sent no later than February 15 to the Provost who then consults with the President of the University. The final decision is made by the President. The Provost reports the outcome to the faculty member in writing, with a follow-up conference regarding the evaluation.
- d. A faculty member who is not awarded promotion may submit their application for promotion in a succeeding year.

A faculty member who is not awarded promotion may initially appeal the decision on procedural matters only. The faculty member shall file a written request for reconsideration based on the procedural matters which they feel were omitted or followed incorrectly. This written request must be received by the President within fifteen (15) working days from the date of notification by the Provost.

The President, after reviewing the request on procedure and in consultation with the Provost, shall notify the faculty member in writing, within fifteen (15) working days, of one of the following:

1. No violation discovered, in which case the appeal is denied and the matter closed;
2. Violation discovered, but of a technical nature which made no difference to the outcome of the case, in which instance the President shall decide whether to close or to reopen the case; or
3. A major violation discovered that could have made a difference in the outcome, in which case the case will be reopened.

J. THIRD YEAR PRE-PROMOTION EVALUATION (Continuing Non-Tenure-track Faculty and Continuing Non-Tenure Track Performing Arts Positions)

The third year Pre-Promotion evaluation is intended both to improve faculty quality and to assist new instructors in knowing how they are performing in teaching, advising, and service to university and community. The process comes at a point that instructors should be acclimated to the responsibilities of their positions. A careful assessment and a subsequent conference provide the basis for an understanding between the instructor and

Morningside University as to expectations. In turn, planned efforts to facilitate improvement are encouraged. The process normally is as follows:

1. The evaluation is conducted during the third year of service. It is initiated by the Promotion and Tenure Committee on the basis of names provided by the Provost.
2. The Promotion and Tenure Committee selects a subcommittee of three for each candidate to be considered. The Pre-Promotion Subcommittee consists of two members of the Promotion and Tenure Committee and the Department Head in an advisory capacity (the Provost should designate a substitute if a department head is being evaluated). This Pre-Promotion Subcommittee considers materials in the Provost's file (including the First Year Evaluation by the department head), a discussion with the candidate, a pre-promotion portfolio, completed student evaluations of individual classes, results from the subcommittee's electronic survey, and interviews with selected students, faculty, and staff/administrators. (The subcommittee will interview at least two individuals from a candidate-supplied list of faculty members and at least two individuals from the list of students provided by the candidate to the subcommittee.) Other methods such as classroom visitations, assessments by community persons, and additional interviews with campus members may be considered if appropriate for the person being evaluated. Guidelines for preparation of the portfolio may be obtained from the Promotion and Tenure Committee. The candidate will submit a portfolio to the Provost's office by March 1.
3. The Pre-Promotion Subcommittee conducts an electronic survey of all full-time faculty and staff/administrators and appropriate students. Data results from the electronic surveys will be provided to the candidate. Each student must have taken at least one course from, or be an advisee of, the candidate being evaluated.
4. With all evaluation materials in hand, the Pre-Promotion Subcommittee assesses the candidate on the basis of the criteria for annual evaluation and prepares a written report of the faculty member's progress in each of the four criteria areas. This report is forwarded to the Provost and the Promotion and Tenure Committee and reviewed with the faculty member being evaluated, who has the right to prepare a written response for the Provost and the Pre-Promotion Subcommittee.
5. The Pre-Promotion Subcommittee meets with the candidate and the Provost to discuss the assessment and expectations regarding performance in the four criteria areas. Materials that do not compromise confidential sources may be given to the instructor to facilitate improvement. The report is signed by the instructor, members of the Pre-Promotion Subcommittee, and the Provost to indicate agreement that the conference occurred and that there is mutual understanding of its content.
6. The department head ordinarily is the key person to work with the candidate on areas for improvement and should specifically address the faculty member's progress in these areas in the annual department head evaluations.

K. PROMOTION (Continuing Non-Tenure Track and Continuing Non-Tenure Track Performing Arts Positions)

The system of promotion for non-tenure track faculty is intended to acknowledge excellence in teaching, maintenance of professional relationships with students, professional development, and appropriate service. Promotion (if approved) becomes effective with the year following the year of review.

1. Eligibility Criteria for Promotion (Continuing Non-Tenure Track Positions): Instructor to Assistant Professor or Assistant to Associate Professor: evaluation of the four general categories in priority order:

- a) Effective Teaching
- b) Effective Mentoring, Advising, and Student Interactions
- c) Continued Professional Development
- d) Effective Service to the University, Faculty, and/or Community

Regarding evidence in each category, see the discussion in Section III.G.

There is a trial period of at least five years in the rank of instructor or assistant professor; instructors may apply for promotion to the rank of assistant professor or from assistant professor to associate professor after the five year trial period (unless the probationary period was shortened at appointment for prior service).

2. Eligibility Criteria for Promotion (Continuing Non-Tenure Track Performing Arts Positions): Instructor to Assistant Professor or Assistant to Associate Professor: evaluation of the four general categories in priority order:

- a) Effective Teaching
- b) Effective Service to the University
- c) Effective Mentoring, Advising, and Student Interactions
- d) Continued Professional Development

Regarding evidence in categories a), c), and d) see the discussion in Section III.G. for a), b), and c)

For b):

Evidence that will be considered includes (not in priority order):

- Cooperativeness and collegiality
- Contributions to the University through recruiting students
- Contributions to the department
- Attendance/participation at university activities
- Promotion of the university through service to the University that reaches the community and/or models for our students

There is a trial period of at least five years in the rank of instructor or assistant professor at the institution; instructors may apply for promotion to the rank of assistant professor or from assistant professor to associate professor after the five year trial period (unless the probationary period was shortened at appointment for prior service).

3. Procedure for Promotion

Consideration of faculty for promotion normally proceeds as follows:

- a. Non-Tenure Track Continuing Faculty members who wish to be considered for promotion submit their electronic portfolio to the Provost by October 1. The minimum time in rank for consideration is for outstanding faculty members; others should expect consideration after the minimum years. The candidate should solicit a

letter of recommendation from his/her department head to be sent to the Provost by October 1.

- b. The Provost submits candidates' names by October 15 to the Promotion and Tenure Committee which initiates an evaluation based upon the criteria for promotion. In making recommendations, the committee considers the following information:
 - (1) Promotion portfolio prepared by the candidate;
 - (2) Survey results from the committee's electronic survey; data results provided to the candidate
 - (3) Department head letter of recommendation unless department head is the candidate;
 - (4) Letters of support from staff or community members;
 - (5) Interviews with at least two individuals from each category of interviewees (faculty, students, staff/administrators) from the list of names provided by the candidate to the subcommittee.
 - (6) Records in the Provost's office.
- c. The committee's recommendation and the compiled promotion portfolio (b.1 to b.5 above) is sent no later than February 15 to the Provost who then consults with the President of the University. The final decision is made by the President. The Provost reports the outcome to the faculty member in writing, with a follow-up conference regarding the evaluation.
- d. A faculty member who is not awarded promotion may request their application for promotion be resubmitted by their department head in a succeeding year. A faculty member who is not awarded promotion may initially appeal the decision on procedural matters only. The faculty member shall file a written request for reconsideration based on the procedural matters which they feel were omitted or followed incorrectly. This written request must be received by the President within fifteen (15) working days from the date of notification by the Provost. The President, after reviewing the request on procedure and in consultation with the Provost, shall notify the faculty member in writing, within fifteen (15) working days, of one of the following:
 - (1) No violation discovered, in which case the appeal is denied and the matter closed;
 - (2) Violation discovered, but of a technical nature which made no difference to the outcome of the case, in which instance the President shall decide whether to close or to reopen the case; or
 - (3) A major violation discovered that could have made a difference in the outcome, in which case the case will be reopened.

L. RESIGNATION BY FACULTY MEMBER

Resignation is a severance action by which a faculty member voluntarily severs their relationship with the University. Faculty may resign their position by submitting their resignation in writing to the Provost. Faculty should give as much advance notice as

possible. A copy of the written resignation must be forwarded to Human Resources for inclusion in the employee's personnel file.

M. RETIREMENT

1. Normal Retirement

Normal retirement age remains the same at 65; however, an individual may work beyond normal retirement age to the extent allowable under federal and state law.

2. Early Retirement

Where there are mutual advantages, the administration is authorized to work with the employee to design a program allowing for early retirement prior to normal retirement age 65. See the Employee Handbook for further details.

3. Retirement Plans

See the Employee Handbook for further details.

N. FACULTY EMERITUS

A person must be retired to be nominated for faculty emeritus status. In the fall semester following the year of retirement, the Faculty Senate will publicize the names of all retirees, eligible to be considered for emeritus status and seek nomination, which would include letters of support from faculty and/or the administration.

The Faculty Senate will collect nominations, with letters of support, by November 1 and forward them to the Provost who would select those to be honored with emeritus status.

Categories of consideration for emeritus status include contributions to the university, contributions to the community, and contributions to the academic field in which the retiree worked.

"Faculty emeritus" means "Faculty of Merit" and should be bestowed as an honor and not as an entitlement.

O. TERMINATION AND SANCTIONS

Dismissal of a faculty member, tenured or untenured, will normally occur only with adequate cause. Dismissal prior to the expiration of the contract period shall be only for adequate cause. All of the procedures for termination of tenure are applicable in such a case except for provisions as to when notice of termination will be given. Notice of non-reappointment or of an intention not to recommend reappointment should be given in writing in accordance with the following standards:

1. Termination Prior to Tenure

- a. Not later than March 1 of the first academic year of service, if the appointment expires at the end of the year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
- b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year, or, if an initial two-year appointment

terminates during an academic year, at least six months in advance of its termination.

- c. At least twelve months before the expiration of an appointment after two or more years of service.

P. CAUSES FOR TERMINATION OF TENURE

1. Financial Exigency

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur because of a demonstrably bona fide financial exigency, i.e., an imminent financial crisis that threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means.

- a. The determination of whether a condition of financial exigency exists or is imminent shall be made by the University's Board of Directors on its own motion or upon recommendation of the President, after consultation with the Faculty Senate. Judgments regarding where within the overall academic program termination of appointments may occur involve considerations of educational policy. Hence, the Faculty Senate will make recommendations in that regard to the Provost and the President. The President, however, has the ultimate responsibility and authority for identifying the individuals whose appointments are to be terminated pursuant to this section.
- b. If the Administration issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member may appeal that decision to the Faculty Grievance Coordinator, which then would forward the appeal and a recommendation regarding the appeal to the Executive Committee of the University's Board of Directors, whose decision shall be final. The Grievance Panel hearing need not conform in all respects with a proceeding conducted pursuant to Section Q, Procedures for Termination of Tenure, but the essentials of an on-the-record adjudicative hearing will be observed. The issues in this hearing may include:
 - (i) The existence and extent of the condition of financial exigency. The burden will rest on the administration to prove the existence and extent of the condition. The findings of the Faculty Senate on this issue or of previous proceedings involving the same issue may be introduced.
 - (ii) The validity of the educational judgments and the criteria for identification for termination; but the Faculty Senate's acceptance of administrative recommendations on these matters will be considered presumptively valid.
 - (iii) Whether the criteria are being properly applied.
- c. If the University, because of financial exigency, terminates faculty appointments, it will not at the same time make new faculty appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program

would otherwise result.

- d. Termination of a tenured faculty member shall occur only after reasonable efforts have been made to place the faculty member in another suitable position at the University. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. The University's obligation to those faculty members whose academic base has been discontinued or curtailed must be balanced with the considered opinion of the receiving department on the suitability of any transfer. The final decision on any transfer from one position to another shall be made by the President.
- e. In all cases of termination of appointment of a tenured faculty member because of financial exigency, the place of that tenured faculty member will not be filled by a replacement for a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.
- f. A faculty member whose appointment is being terminated because of financial exigency will be given notice of termination, if reasonably possible, no later than November 1. In such instances, the faculty member would continue to teach for the remainder of that academic year. If tenured, the faculty member would then receive compensation equal to his/her annual salary for one year from the date of termination. Severance packages will be offered to non-tenured faculty members by the Administration and the Board of Directors.

2. Discontinuance of Program or Department Not Mandated by Financial Exigency

Termination of an appointment with continuous tenure may occur as a result of bona fide formal discontinuance of a program or department of instruction. The following standards and procedures will apply.

- a. The decision to discontinue formally a program or department of instruction will be based essentially upon educational consideration. ("Educational considerations" do not include cyclical or temporary variations in enrollment. They must reflect long-range judgements by the faculty that the educational mission of the institution as a whole will be enhanced by the discontinuance.) Such a proposal may be made by the administration of the university or by the appropriate faculty committee, normally the curriculum committee. A decision of this kind must be approved by the faculty as a whole.
- b. Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the institution will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the institution, with or without retraining, the faculty member's appointment then may be terminated, but only with proviso for severance salary equitably adjusted to the faculty member's length and quality of past and potential service.
- c. A faculty member may appeal a proposed relocation or termination resulting from a discontinuance and has a right to a full hearing before the Faculty Senate. The

hearing need not conform in all respects with a proceeding conducted pursuant to Section Q, Procedures for Termination of Tenure, but the essentials of an on-the-record adjudicative hearing will be observed. The issues in such a hearing may include the institution's failure to satisfy any of the conditions specified in Section O, Termination and Sanctions. In such a hearing a faculty determination that a program or department is to be discontinued will be considered presumptively valid, but the burden of proof on other issues will rest on the administration.

3. Termination for Cause

A faculty member with continuous tenure or with a special or probationary appointment before the end of the specified term may be terminated for serious failure of duty, improper performance of duty, or wrongful conduct in the execution of duty with reference to their professional capacities as a teacher or researcher.

4. Termination for Medical Reasons

Termination of an appointment with tenure for medical reasons will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to respond to the evidence. If the faculty member or a person representing the faculty member so requests, the evidence will be reviewed by the Faculty Senate before a final decision is made by the Board of Directors on the recommendation of the administration. The Provost will recommend to the President what severance payments, if any, will be made beyond the effective date of dismissal, taking into account the length and quality of the service of the faculty member.

Nothing in this policy should be taken to violate the rights of a member of the faculty under the Americans with Disabilities Act.

5. Retirement

Tenure is automatically terminated upon retirement from the faculty.

6. Review

In cases of termination of appointment, the Board of Directors will be available for ultimate review.

Q. PROCEDURES FOR TERMINATION OF TENURE

1. Adequate cause for dismissal will be related, directly and substantially, to the fitness of faculty members in their professional capacity as teachers or researchers. Dismissal cannot be used to restrain faculty members in their exercise of academic freedom or other rights of an American citizen or permanent resident of the United States.

2. In all such cases, efforts towards dismissal should be preceded by discussion between the faculty member and appropriate administrative officers looking towards a mutual settlement and, if necessary, informal inquiry by the Faculty Senate which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken. The Faculty Senate's opinion is not, however, binding upon the President. A formal dismissal effort must also be preceded by a formal statement of charges, framed with reasonable particularity by the President or the President's delegate.
3. The Faculty Senate will serve as the elected hearing committee. Members deeming themselves disqualified for bias or interest will remove themselves from the case, either at the request of the faculty member charged or at their own initiative. Each party will have one challenge without stated reason. The Faculty Senate will appoint alternates as needed.
 - a. Pending a hearing, the faculty member will be suspended or assigned to other duties only if immediate harm to the faculty member or others is threatened by continuance. The President or Provost will consult with the Faculty Senate before imposing a suspension. Salary will continue during the period of suspension.
 - b. The hearing committee may, with the consent of the parties concerned, hold joint pre-hearing meetings with the parties in order to simplify the issues, effect stipulations of facts, provide for the exchange of documentary or other information, and achieve other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.
 - c. Service of notice of hearing with specific charges in writing will be made at least twenty days prior to the hearing. The faculty member may waive the hearing or respond to the charges in writing at any time before the hearing. If the faculty member waives the hearing but denies the charges or asserts that the charges do not support a finding of adequate cause for dismissal, the Faculty Senate will evaluate all available evidence and rest its recommendation upon the evidence in record.
 - d. Hearings of the committee will be closed to the public except by the mutual agreement of the Faculty Senate, the President, and the faculty member.
 - e. During the hearing, the faculty member may choose an advisor or counselor. The University may also choose an advisor or counselor.
 - f. At the request of either party, a representative of a responsible educational association will be permitted to attend the hearing as an observer.
 - g. A tape recording of the hearing will be made and complete minutes kept. Copies of each are available to the faculty member and to the University.
 - h. The burden of proof that adequate cause for termination exists rests with the institution and can only be satisfied by a preponderance of the evidence in the record considered as a whole.
 - i. The hearing committee may grant adjournments to enable either party to investigate evidence if a valid claim of surprise is made.

- j. The faculty member may secure and present necessary witnesses and documentary or other evidence. The administration will cooperate with the hearing committee in securing witnesses and making available documentary and other evidence.
- k. The faculty member and the administration will have the right to confront and cross-examine all witnesses. If the committee believes the interests of justice require the acceptance of written statements from witnesses who cannot or will not appear, it will, where possible, provide the opportunity for interrogatories.
- l. If there is a charge of incompetence, the committee will hear testimony from a qualified faculty member from this or other institutions.
- m. The committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every reasonable effort will be made to obtain the most reliable evidence available.
- n. The findings of fact and the decision will, however, be based solely on the hearing record.
- o. Aside from such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case will be avoided both by the faculty member and the administration during the hearing. The President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.
- p. If the hearing committee concludes that adequate cause of dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, the President will state the reasons for doing so in writing to the Faculty Senate and to the faculty member and provide an opportunity for response before transmitting the case to the Board of Directors. If the Faculty Senate concludes that adequate cause for a dismissal has been established but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.
- q. If dismissal or other severe sanction is recommended, the President shall transmit the recommendation to the Board of Directors. The Board's review will be based on the record from the Faculty Senate hearings but may also provide for testimony from the principals in the case. The Board may either sustain the conclusions of the Faculty Senate or return the proceeding to the Faculty Senate with specific objections. The Faculty Senate will reconsider, taking into account the stated objections and hearing new evidence if necessary. The Board of Directors will make a final decision only after study of the Faculty Senate's reconsideration.
- r. Reasonable terminal salary will be recommended by the Provost, taking into consideration the length and quality of the faculty member's service and the nature of the charges in the case. In cases of moral turpitude or other gross malfeasance, no terminal salary need be awarded.

R. PROCEDURES FOR IMPOSITION OF SANCTIONS OTHER THAN DISMISSAL

1. If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave so as to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction. The procedures outlined in Section S, Grievance Policy and Procedures, will be used for such a proceeding.
2. If the administration believes that the conduct of a faculty member justifies the imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis for the proposed sanction and provide the faculty member with an opportunity to persuade the administration that such a sanction should not be imposed. A faculty member who believes that a minor sanction has been unjustly imposed may petition the faculty grievance coordinator for such action as may be appropriate.

S. GRIEVANCE POLICY AND PROCEDURES

Informal resolution of grievances is always preferred. The purpose of this procedure is to promote prompt and efficient resolution of grievances through mediation when informal resolution fails.

Definitions:

1. **Grievance Coordinator:** Appointed by the faculty senate and having the duties described in the section title "Grievance Coordinator".
2. **Grievant:** The individual bringing forward a grievance.
3. **Respondent:** Individual or group against whom the grievance is filed. If a grievance is filed against a group (such as a committee or a department), the group chooses one of their members to communicate with the coordinator.
4. **Review Panel:** Five faculty members chosen as described by the policy to review documents from the grievant and the respondent relative to a particular grievance and then render a decision on the validity of the grievance and the appropriateness of the requested resolution.
5. **Day:** The word day, as used in the procedure below, shall mean days during which classes are in session, including final exams, May Term, and Summer Session.
6. **Grievance:** A grievance is defined as a claim by an individual faculty member that there has been a breach, violation, misinterpretation, or misapplication of university policy or established past procedural practice; or a decision contrary to the proper merits of the case that adversely affects the employment rights or entitlements of the faculty member. A formal grievance is a statement written by the grievant that includes the following (in the order given):
 - 6.1 The name of the Grievant
 - 6.2 The name of the Respondent (individual or group)

- 6.3 A description of the action(s) of the respondent that is/are the subject matter of the grievance.
- 6.4 Rationale explaining how the alleged action(s), in the view of the grievant, was/were a breach, violation, misinterpretation, or misapplication of university policy or established past procedural practice and how the action(s) adversely affected the employment rights or entitlements of the faculty member.
- 6.5 The resolution sought by the grievant and rationale as to why the requested resolution is appropriate.

Policies:

1. Any actions or decisions related to the following are considered non-grievable actions under this grievance process as each has an alternate process:
 - a. Decisions regarding the denial of tenure (see Section IV, subsection H. of the Faculty Handbook).
 - b. Decisions regarding the promotion of a faculty member (see Section IV, subsections I. and K.).
 - c. Decisions regarding dismissal of tenured faculty because of financial exigency, program discontinuance, cause, or medical reasons (see Section IV, subsections O. and P.).
 - d. Matters related to sexual harassment, gender-based discrimination, or sexual violence (see the Employee Handbook for the Sexual Harassment Policy and the University Title IX webpage for complete policies).
 - e. Matters related to potential discrimination in conflict with the University non-discrimination policy, Employee Non-Harassment policy, or the University Equal Employment Opportunity statement (see the Provost or the Vice President for Business and Finance to determine an appropriate process).
2. Any actions or decisions related to the following are considered inherently non-grievable actions:
 - a. Decisions regarding the non-reappointment of non-tenured or contract faculty.
 - b. Decisions related to faculty merit performance or salary adjustment.
3. If you have questions about what may or may not constitute a grievable action, consult with the Grievance Coordinator or the Provost.
4. In recognition of the fact that the commitment of the University and the grievant to this process is necessary in order to achieve its objectives, if the grievant seeks resolution of the subject matter of a pending grievance by any set of procedures other than those established in this section (not including attempts internal to the University at informal resolution), whether administrative or judicial, the University shall be under no obligation to continue the process outlined in this grievance procedure.
5. Grievances are brought by individual faculty members. However, multiple individual grievances arising from the same incident may be reviewed concurrently by the same review panel at the discretion and with the approval of the grievance coordinator.

6. Time limits are meant to be maximums, but all persons involved are encouraged to act as expeditiously as possible. Any action required to be taken by the grievant or respondent within a specified period of time that is not done within the time limit results in the following:
 - a. If the grievant fails to act within the time limits provided herein the university shall have no responsibility to proceed with the grievance and the grievance shall be considered to have been withdrawn.
 - b. If the respondent fails to act within the time limits provided herein the grievance proceeds to the next step or substep. The respondent is considered to have waived the right to any benefit from the action of the missed step and to have waived any right to subsequently try to complete such actions.
 - c. The grievance coordinator may suspend the grievance process for a specified period of time only in the most extraordinary circumstances, such as sudden serious illness or accident that makes it impossible for grievant or respondent to complete a step.
7. If the grievance coordinator is a grievant, a respondent, or is unable to serve (due to health or a personal connection to the grievance), the faculty senate will appoint a new coordinator.

Procedures:

1. The grievant must first provide a copy of a formal grievance to all three members of the grievance coordinator (in paper or electronic form). This must be done within 15 days of the date on which the grievant knew, or should have known, of the action(s) that occasioned the grievance. The grievant may also include attachments to the grievance. Such attachments may include statements from individuals having first-hand knowledge of actions that occasioned the grievance, or any other relevant documentary evidence that the grievant wishes to include.
2. The grievance coordinator forwards a copy of the formal grievance to the respondent. This must be done within 3 days of the date that the formal grievance was received by the coordinator.
3. This step provides for a set of alternating documentary exchanges between grievant and respondent via the grievance coordinator. It permits at most two statements from each party. These statements may include attachments of the sort that may be attached to the original grievance. When a statement is forwarded to another party, all of its attachments are forwarded as well. If one party chooses not to respond at a given step, or does not respond within the requested time limit, then this step ends with the statements already provided and proceeds to the next step.
 - 3.1 **Initial Response:** The **respondent** may write a response to the formal grievance and provide it to the grievance coordinator within 5 days of the date that the **respondent** receives a copy of the formal grievance. If the **respondent** provides a written response to the coordinator, the coordinator forwards the response to the **grievant** within 2 days of the date that the committee receives it. The **respondent** may choose to not respond and inform the grievance coordinator of this choice, in which case none of the remaining sub steps occur and the procedure moves to step 4.

3.2 Grievant's Second Statement: The **grievant** may write a response to the statement from the previous sub step and provide it to the grievance coordinator within 5 days of the date that the **grievant** receives a copy of the statement submitted in sub step 3.1. This response should only address issues raised in the initial grievance or the response to it. This response should not raise new issues. If the **grievant** provides a written response to the coordinator, the coordinator forwards the response to the **respondent** within 2 days of the date that the coordinator receives it. The **grievant** may choose to not respond and inform the grievance coordinator of this choice, in which case none of the remaining sub steps occur and the procedure moves to step 4.

3.3 Respondent's Second Statement: The **respondent** may write a response to the statement from the previous sub step and provide it to the grievance coordinator within 5 days of the date that the **respondent** receives a copy of the statement submitted in the previous sub step. This response should only address issues raised in previous statements. This response should not raise new issues. If the **respondent** provides a written response to the coordinator, the coordinator forwards the response to the **grievant** within 2 days of the date that the coordinator receives it. The **respondent** may choose to not respond and inform the grievance coordinator of this choice, in which case the procedure then moves to step 5.

4. As soon as possible, but within 5 days of the date that the coordinator receives the last statement or response from step 3, the coordinator will assemble a review panel pool of 10 randomly selected faculty members. Faculty members invited to serve on a review panel will be told who is the grievant and who is the respondent, but nothing more. Potential review panel members are expected to keep this information confidential forever. A faculty member appointed as a member of the pool may seek to be excused from serving. In such a case the faculty member explains to the grievance coordinator the reason(s) for which the faculty member is seeking to be excused; the coordinator will determine if the reasoning for the excuse is sufficient or not and make decisions based upon review. If faculty members are excused from serving, the coordinator must appoint others until there is a pool of 10 faculty members. Members of the pool are given no information about the grievance other than the names of the grievant and of the respondent. The names of the faculty members in the pool are forwarded to the grievant and to the respondent.
5. Within 2 days of the date that the coordinator forwards the names of the review panel pool to the grievant and the respondent they each independently either inform the coordinator of one or two members of the pool they wish to challenge or inform the committee that they have no challenge. If a party to the grievance fails to communicate either of these options to the coordinator within the time limit then that party waives the right to challenge a member of the pool and is considered to have returned a reply of no challenge.
6. Once the challenge or no challenge replies have been received, the grievance coordinator removes challenged members of the pool and randomly selects five of the ten faculty members to serve as the review panel. Any members of the pool beyond the final 5 are excused from serving with the caveat that they may be called as alternates. At this point, no member of the review panel should know who the other members of the panel are.
7. The coordinator informs the members of the panel that they have been selected, provides paper copies of all statements and documents from the grievant and the

respondent to them, provides each panel member a copy of university policies relevant to the grievance, and sets a date, time and place for the review panel to meet. If there is a second statement from either the grievant or the respondent (or both) the coordinator reminds the panel members that second statements should only address issues raised by the first statement of each party and, should they find new issues raised in second statements these should be ignored. The coordinator should attempt to ensure that several of those not chosen from the pool are also available at the given date and time to serve as alternates. This step must be completed within 4 days of the date that step 6 is completed. The date of the meeting should be no later than 20 days from the date that step 6 is completed. It should provide sufficient time for members of the panel to review the statements and documents. Each member of the panel may submit to the coordinator a list of questions (for purposes of clarification) for the grievant and/or respondent. Such lists, if submitted, must be submitted at least 3 days prior to the date of the review panel meeting. The coordinator conveys these questions to the appropriate party or parties (grievant, respondent, or both) and provides the copies of the written answers to all members of the panel. At this point, no member of the review panel should know who the other members of the panel are. Members of the panel are responsible to keep the statements and documents in a secure place, and to not discuss them with other faculty members.

8. The review panel assembles at the designated date, time, and place. If a regular panel member is not able to attend for some compelling reason, the coordinator contacts an alternate panelist by phone and requests the alternate's attendance at the meeting. If all 5 original panel members attend, the coordinator contacts the alternate panel members and informs them that they are not needed. Only grievance coordinator and the panel members themselves will, in the end, know the composition of the review panel. This information is meant to be kept confidential forever. The meeting proceeds as follows:

- 8.1 The coordinator provides each panel member a copy of any answers (to panel member queries) that were not received in time to be forwarded prior to the meeting. If there are one or more alternates who were not able to receive other documents prior to the meeting, the coordinator provides them at this point.

- 8.2 The coordinator leaves the room. However, the coordinator should remain available to the panel members while they meet. The panel members discuss the statements and supporting documents. They come to a decision (with at least a majority of the panel members in agreement) on the following:

- 8.2.1 Whether or not to confirm the grievance.

- 8.2.2 If the review panel decides to confirm the grievance, they also decide if the resolution sought by the grievant is appropriate. If they determine that the resolution is too severe, they recommend an alternate resolution.

- 8.2.3 Panel members may choose to request a second meeting before making a decision. If they do this, the coordinator sets the date for the second meeting. This should be no longer than 5 days after the initial meeting. If there is a second meeting, then parts 8.2.1, 8.2.2, 8.3 and 8.4 are completed at the second meeting.

- 8.3 The review panel then writes a brief document (generally no more than one page) containing the following:

- 8.3.1 Whether or not the grievance is confirmed.

8.3.2 If the grievance is confirmed, then the resolution recommended by the review panel.

8.3.3 Any (brief) rationale the review panel thinks it appropriate to include. This rationale should contain only the essential elements influencing the review panel's decision.

8.4 The review panel then calls the coordinator back into the room, conveys the document giving their decision to the coordinator, returns to the coordinator all documents they received in step 7, and departs.

9. Review panel members who disagree with decision, in whole or in part may, within 3 days of the panel's meeting, send to the coordinator an individual statement regarding the grievance. Any panel member who intends to do this should inform the convener of this at the time that the review panel gives the coordinator its decision.
10. Within 5 days of the panel's meeting, the coordinator forwards a copy of the panel's decision, any individual statements by review panel members, and the statements and documents provided by the grievant and respondent to the President of the University (or, if the President is one of the involved parties, to the Chair of the Board of directors).
11. Within 20 days of receiving the documents forwarded by the coordinator, the individual (President or Chair) receiving these documents will render a written decision on the disposition of the grievance and send it to the coordinator.
12. Within 2 days of receiving the written decision of the President or the Chair, the coordinator forwards a copy of this document and a copy of the document giving the review panel's recommendation to the grievant and a copy of the same documents to the respondent. The coordinator then destroys all documents held by the grievance coordinator pertaining to the grievance. This concludes the grievance process.

V. BENEFITS

Morningside University is pleased to provide the following benefits for the greater financial security of our eligible employees and their families, including domestic partners.

The following information outlines the principle provisions of the benefits listed below and is not intended to be a comprehensive description of each plan. For further information or explanation on any of these plans, review the Employee Handbook and contact the Human Resource Office.

Morningside University maintains these programs for the exclusive benefit of its employees. The University presently plans to maintain these programs for an indefinite period of time, although the University reserves the right to amend or terminate such programs in the future. Appropriate written plan documents shall be made available to employees for inspection or copy, upon reasonable request.

A. SALARIES

1. ACADEMIC YEAR

Faculty members are paid in twelve equal monthly installments on the last working day of each month beginning with the month of September. Salaries are based on a service period of nine months unless the appointment is for a different period. Benefits are determined by the salary of the individual faculty member's employment agreement. Deductions that will be made from your check include those required by the Federal Government and State of Iowa for income withholding and for Social Security and Medicare. All other university sponsored programs will be withheld upon appropriate authorization by the employee. When payday falls on a weekend or holiday, payment will be made on the last working day preceding the weekend or holiday. All employees are required to use automatic payroll deposit or the VISA Focus Card, in accordance with Iowa law. A form must be completed in the Human Resources Office which requires a voided check(s) of the bank(s) where funds will be deposited. Anytime a change in bank(s) or account(s) is made, the Human Resources Office must be notified in advance. The administration informs the faculty each year concerning the salary ranges and the median salary corresponding to each rank.

2. SUMMER, EVENING AND OVERLOAD

When a faculty member offers a course on an overload basis during the regular academic year or offers a course in the summer session, payment will be made on a separate service agreement. Separate service agreement payments are not considered for benefit purposes. Deductions that will be made from separate service agreement payments will include those required by the Federal Government and State of Iowa for income withholding and for Social Security and Medicare.

GARNISHMENTS AND LEVIES

Morningside University will honor all lawfully-issued court orders to garnish employee wages. All such orders for wage assignment or voluntary assignments will be honored. In cases of multiple wage assignments, priority for honoring them will be in the following order:

1. Child Support
2. The following will be honored in the order received:
 - a. Federal, state and local tax levies

- b. Creditor garnishments
- c. Student Loans
- d. Voluntary Assignments

Appropriate remittances will be made of monies collected. Human Resources will maintain confidential files which will contain court orders, IRS levies, monies collected, and any other pertinent information concerning affected employees.

B. PROFESSIONAL BENEFITS

1. SABBATICAL LEAVE

A sabbatical leave may be provided in order to conduct a scholarly project, major course or curriculum revision, to gain new skills or areas of expertise, or to do creative work.

Tenured faculty are eligible to apply for a sabbatical leave after six or more years under a continuous full-time contract. An application may be submitted to the Provost not later than November 1 in the academic year preceding the proposed leave. All sabbatical applications will be forwarded to the Faculty Development Committee for review. The application must describe the proposed project and the benefits it will provide to the faculty member and to the university.

A sabbatical leave may be for one semester at full pay or for two semesters, each at half pay.

A faculty member's last sabbatical should be taken at least four years before the year of planned retirement.

The Faculty Development Committee will review sabbatical requests and make recommendations to the President and Provost in the form of a prioritized list by November 15th each year. The President and Provost will approve requests from the committee's prioritized list taking into consideration personnel needs and curricular pressures.

Within three months of completing a sabbatical leave, the faculty member must submit a full report of activities and accomplishments to the Provost and to the Faculty Development Committee.

The administration may waive any of these requirements to meet the best interests of the faculty and the university.

2. RESEARCH LEAVE FOR NON-TENURED FACULTY

Faculty in the probationary period may apply for a one-semester or one-year leave in order to pursue an especially promising research agenda, take advantage of a special professional opportunity, or conduct significant creative work.

A research leave for non-tenured faculty may be granted when outside funding is available to replace the faculty member's salary. Alternatively, a leave may be granted with university support of a full salary for one semester or one-half for each of two semesters.

An application for a research leave must be submitted to the Provost preferably before November 1 in the year before the leave is to be undertaken. Later applications will be considered where appropriate or when the opportunity is not known until later in the year.

The Provost and the President will review research leave applications each year and approve requests demonstrating sound academic goals. University personnel needs and curricular pressures will also influence the awarding of research leaves.

Within three months of completing a research leave, the faculty member must submit a full report of activities and accomplishments to the Provost and to the Promotion and Tenure Committee.

Faculty who wish to pursue additional graduate study on a full-time basis may apply for the research leave.

The administration may waive any of these requirements to meet the best interest of the faculty and the university.

3. LEAVE OF ABSENCE

The University may grant an unpaid leave of absence for further graduate work, extended travel, special opportunities related to a faculty member's professional work, or personal reasons.

Such leaves may be granted without loss of tenure or seniority. Non-tenured faculty members may be allowed to "stop the tenure clock" for such leaves where appropriate.

All decisions concerning leaves of absence are made on an individual basis. Regulations are purposely flexible to allow for the needs and circumstances of individual members of the faculty.

4. PROFESSIONAL MEETINGS

The University encourages active participation in professional meetings beyond the local level and encourages faculty to apply for Faculty Development Funds to attend these meetings.

5. PROFESSIONAL MEMBERSHIPS

The University encourages participation in professional organizations and to this end allows departmental funds to be used to pay a membership for each faculty member. Application for this benefit is made as a proposed part of the departmental budget.

6. MORNINGSIDES UNIVERSITY NEW FACULTY SEMINAR

Purpose

The purpose of the New Faculty Seminar is to orient and integrate faculty members within their first three years to the Morningside University community and culture, discuss Morningside University policies and procedures, and encourage connections between faculty members across departmental lines.

Goals

The program will accomplish the following goals/outcomes:

- Introduce new faculty to the campus culture of Morningside University, including expectations of faculty and traditions;
- Assist new faculty in developing personal and professional networks;
- Provide necessary social support during the first three years at Morningside University and thus reduce stress;
- Introduce and help new faculty to use campus resources for successful teaching;
- Enhance professional development, and maximize successful tenure and promotion to increase retention of faculty;
- Provide education about and facilitate the pretenure/tenure/promotion process;
- Provide a constant source of collegial and professional support.

Program Design

The Morningside University New Faculty Seminar is available to all full time, faculty who are in their first three years at Morningside and whose appointment requires teaching.

This seminar meets approximately once a month throughout the academic year. The Provost coordinates the seminar, which consists of group discussions, assigned readings, and guest visitors from across the campus. The President of the University attends at least one seminar each year.

In addition to the Provost, there is also a new faculty mentor. Ideally, this mentor would have successfully completed three years of the New Faculty Seminar and serve as a liaison between new faculty and the Provost. This person should have excellent listening and communication skills, and a positive attitude toward colleagues, institution, and administration. This person should be successful at Morningside University and demonstrate a willingness to foster a relationship of openness, understanding and trust, while maintaining the highest standards of confidentiality and ethical behavior.

VI. AMENDMENTS AND POLICIES

Amendments

The University's Board of Directors has the authority to make prospective changes to any provision of the Faculty Handbook, at any time. The provisions in Section II of the Faculty Handbook may be changed by the faculty or its designated agents. The provisions of Section III of the Faculty Handbook may be changed by mutual agreement of the faculty (given by simple majority vote of those present at a faculty meeting) and the administration (represented by the Provost or another member of the administration designated by The President of the University as the administration's representative). The following process shall be used for the consideration of amendments to Section I, IV, V, and VI of the Faculty Handbook.

1. The administration and faculty commit their good faith efforts to this process to the end of achieving agreement on issues affecting the terms and conditions of faculty employment.
2. Proposed changes can be initiated by faculty, by the President, by the Provost or by members of the Board of Directors.
 - a) Role of the Faculty. Any proposed change will be sent to the Faculty Senate for review and comment. The President of the Faculty Senate may assign the proposal to an appropriate faculty committee for this purpose. After review by the Faculty Senate and/or an appropriate committee, the proposal will be presented to the full faculty for consideration. The faculty shall indicate their approval or disapproval of proposals by a simple majority vote of those present at a Faculty meeting.
 - b) Role of the President. If the President disagrees with the action of the faculty (as in subparagraph a above), then the President and the Faculty Senate shall meet to try to come to a mutual agreement. The following process will then be followed:
 - i) if the President agrees with the action of the faculty, the President will transmit the proposal to the Board of Directors indicating support; or
 - ii) if the President disagrees with the action of the faculty, then the President and the Faculty Senate shall meet to discuss the next steps, which may include further study, modification, or resubmission to the faculty; or
 - iii) if agreement is still not reached between the faculty and the President, the proposal shall be submitted to the Board with a record of the faculty actions and the President's objections or modifications.
 - c) Board of Director's Action. The Board of Directors will make the final decision on the proposal. It may at its discretion meet with the President and representatives of the faculty to discuss disagreements and/or adjustments to the text before making a final decision.
3. Amendments to the Faculty Handbook will become effective on the date specified in the approved proposal.

ACCOMMODATIONS POLICY FOR STUDENTS WITH PERMANENT DISABILITIES

Statement of Purpose

It is the policy of Morningside University to provide reasonable accommodations for qualified individuals with disabilities who are applicants for enrollment, enrolled students, applicants for employment, or employees. Morningside University will adhere to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations as required to provide equal opportunity to qualified individuals with disabilities enrolled at Morningside University who have qualified for admission by meeting standard institutional requirements.

Accommodations Procedures

Accommodations will be coordinated by the Associate Dean of Advising and Coordinator of Disability Services. Students must initiate the accommodations process, by notifying the Associate Dean of their disability(s), by providing the appropriate documentation, and by meeting with the Associate Dean to discuss appropriate accommodations. Once the disability(s) has been verified, the Associate Dean will serve as facilitator for the accommodations process. The Associate Dean will help students contact professors, will provide training, and will answer any questions faculty may have about the process.

Academic Standards

Special accommodations should not lessen course requirements or reduce academic standards. Instead, accommodations may slightly alter an instructor's teaching style or testing methods since they are tailored to reduce or circumvent the limitations imposed by the disability of a particular student. If an instructor is concerned that any of the accommodations may alter the course requirement or otherwise compromise the integrity of the course, the instructor may discuss alternative solutions with the student and/or the Associate Dean. Importantly, instructors should not provide accommodations to individual students that have not been approved by Disability Services.