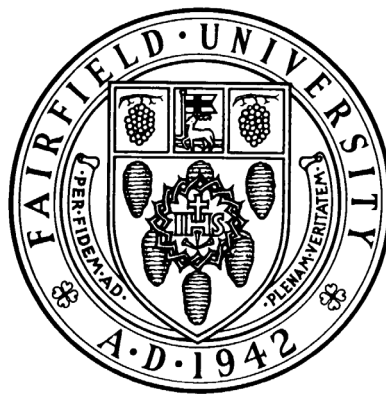


Fairfield University

Faculty Handbook



Twelfth Edition

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INTRODUCTION

The *Faculty Handbook* expresses our commitment to the principles of shared governance at Fairfield University. The classic statement of the basic principles of shared governance is the Joint Statement on Government of Colleges and Universities formulated by the American Association of University Professors (AAUP), the American Council of Education (ACE), and the Association of Governing Boards (AGB). As noted in that statement, “the variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others.” The joint effort of governing a college or university requires “adequate communication among these components, and full opportunity for appropriate joint planning and effort.”

This commitment to a joint effort means that there is no place for the autonomous functioning of any one component of the University. The areas of joint effort include the determination of general educational policy, the internal operations of the University, and the external relations of the University.

The structure of the University provides for the initiation and review of policies and practices by all components of the University. Although each component of the University has voice in these decisions, the weight of that voice varies in different circumstances based on which component has primary responsibility for the matter at hand. When the faculty has primary responsibility for the matter at hand, its judgment should be adhered to except in extraordinary circumstances and for clearly articulated reasons.

The Board of Trustees is the final institutional authority and maintains responsibility for the operations of the University. The Board appoints the President who is the chief executive officer of the University and who directs, manages and oversees the day-to-day operations of the University. The primary responsibility of the General Faculty is educational policy. This area of primary responsibility includes curriculum, courses of study, degrees, educational policies, research, faculty status, and other matters pertaining to the academic life of the University.

This *Faculty Handbook* is one of the central documents in the governance of Fairfield University and has been agreed to by the General Faculty and the Board of Trustees. The *Faculty Handbook* outlines the structures and policies through which faculty exercise their roles in shared governance. In addition to the *Faculty Handbook*, each school has its own governance document that is consistent with the *Faculty Handbook* and has been approved by its faculty and the President of the University. Departments and programs at the University may also have their own bylaws that are consistent with the *Faculty Handbook* and school governance documents. Completing the governance documents is the *Fairfield University Journal of Record*, which contains additional policies agreed to by both the faculty and administration.

I. FACULTY ORGANIZATION

A. THE GENERAL FACULTY

1. Membership

The General Faculty of the University is composed of all full-time University faculty members with the rank of Instructor or above, the President of the University, the Provost, the Academic Deans (i.e., the Deans of the Schools and the Dean of the Library). Other persons may be appointed as members of the General Faculty by the President upon the recommendation of the Academic Council. All members of the faculty as described above have the right to vote at meetings of the General Faculty.

2. Meetings

The General Faculty shall meet at least once each semester and at other times upon call of the President or by request of the Academic Council or by petition to the Secretary of the General Faculty by one-fifth of the faculty, or at the discretion of the Secretary. Notice of faculty meetings with agenda shall, except in an emergency, be issued at least seven days in advance. *Robert's Rules of Order Newly Revised* shall be used as the authority for the conduct of meetings of the faculty.

3. Quorum and Voting Procedures

- a. A quorum of the General Faculty shall consist of twenty-five percent of the full-time members, and all votes shall be determined by a simple plurality except as noted elsewhere in the *Faculty Handbook*
- b. Faculty members have a contractual obligation to attend meetings of the General Faculty, except when on leave. A faculty member on leave may vote or designate a proxy to vote on their behalf in a General Faculty meeting, but is not included in determining the threshold for a quorum. An active faculty member who is, for good and legitimate cause, unable to attend a General Faculty meeting may designate another voting member as a proxy to vote on their behalf. No one may hold more than two proxies in a meeting. Proxy votes shall be counted separately. A record of those who designate and those who are designated as proxies shall be included in the minutes of the meeting in question.
- c. At a General Faculty meeting at the request of any faculty member, a roll call may be required in determining whether the number of faculty attending is a quorum.

4. Chairperson

It is the privilege of the President of the University to appoint annually a tenured faculty member not currently on an administrative contract to be the chairperson.

The role of the chairperson is to preside over General Faculty meetings.

5. Secretary of the General Faculty

- a. Election

The General Faculty shall elect a Secretary from a list of nominees approved by the Academic Council. Nominations may also be made from the floor. The Secretary must be elected by a majority of those members voting in a regularly scheduled election. Only tenured full-time faculty not serving as administrators are eligible to serve as Secretary of the General Faculty.

The Secretary shall serve for a three-year term and be eligible for reelection. No more than three consecutive terms may be served. In addition to the duties below, the Secretary shall also serve *ex officio* as a member of the Academic Council and as the chairperson of the Committee on Committees and the Governance Committee. The Secretary shall be ineligible to serve on any other standing committee.

b. Duties

- i. To set the agenda for meetings of the General Faculty.
- ii. To maintain a website that contains materials relevant for both the operation of the committees of the General Faculty and the dissemination of information about the current and historical activities of the General Faculty and its committees such as meeting agendas, materials and minutes (where appropriate), annual reports, committee rosters, governance documents, and the like.
- iii. To prepare annually a list of voting members of the General Faculty, and make a directory available to members of the General Faculty.
- iv. To coordinate the operation of the standing committees.
- v. To maintain a Journal of Record that will include all policy decisions of the Academic Council and the General Faculty that have been subsequently approved by the Provost.
- vi. To consult regularly with the Provost on matters relevant to the Academic Division.
- vii. To be the official representative of the General Faculty in communications with the President and the Board of Trustees and in matters of protocol.
- viii. To invite the President each year to a meeting of the General Faculty to address the General Faculty and to respond to questions.

c. Compensation and Budget

The compensation for the Secretary shall be the same as that for department chairs specified in the Memo of Understanding including both stipend and at least one course release per semester. An appropriation will be included in the Academic Division's budget to cover the Secretary's operating expenses.

d. Recall

Recall of the General Faculty Secretary will be considered by the Academic Council on receipt of a petition signed by one-fourth of the General Faculty. After the Academic Council has made its report, the General Faculty will then make the final determination by a two-thirds majority of those present and voting.

6. The General Faculty and the Academic Council

Normally the Academic Council speaks for the General Faculty in proposing, reviewing and deciding matters of academic concern, but its decisions may be appealed to the General Faculty per section I.B.4 below.

7. Provisions for Amending and Maintaining the *Faculty Handbook*

Given that the *Faculty Handbook* is an agreement between the General Faculty and the Board of Trustees, amendments to the *Handbook* must be approved by both those bodies.

Members of the General Faculty or a faculty body may propose amendments to the *Faculty Handbook*. Any proposed amendment, including a rationale, should be submitted in writing to the Academic Council. If the Academic Council determines that the proposal is worthy of further consideration, it shall, in consultation with the Provost, identify a process for vetting and/or revising the proposed amendment. Once the amendment is fully developed, it should be brought to the Academic Council for a recommendation. Academic Council shall forward the proposed amendment and its recommendation to the President or their officially designated representative for their review. The President or their officially designated representative shall report their recommendation in writing to the Academic Council within thirty days. After considering any feedback from the President (or their designee), the Academic Council shall determine whether to send the proposed amendment to the General Faculty for consideration. General Faculty approval is obtained by a two-thirds vote of those present and voting at a regularly scheduled meeting of the General Faculty. In the event that a proposed amendment is not accepted by the General Faculty, the Secretary shall communicate the faculty's vote in writing to the President or their designated representative within thirty days.

Should the General Faculty approve the proposed amendment, that proposed amendment shall be forwarded to the Board of Trustees for consideration. If the proposed amendment is approved by the Board, it shall be incorporated into the *Faculty Handbook*. In the event that a proposed amendment is not accepted by the Board of Trustees, the President or their designated representative shall communicate the Board's reasons in writing to the General Faculty Secretary within thirty days.

Matters of practical information (e.g., position titles, committee names, office names, names of schools) may be amended by the Academic Council as circumstances change.

Duly ratified amendments shall be published with the current edition of the *Handbook* by the Faculty Secretary. New editions of the *Faculty Handbook* will be published at least every five years by the Academic Council Executive Committee after their texts have been reviewed by the Academic Council to ensure that they are identical to the texts that were approved by the General Faculty and the Board of Trustees.

Should any provision of this Faculty Handbook be deemed to be in violation of the law, that particular provision shall not be enforceable, but the remainder of the Handbook shall remain valid and enforceable.

B. THE ACADEMIC COUNCIL

1. Purpose

The Academic Council shall be the executive arm of the General Faculty. As such, it is empowered to consider, make decisions and make recommendations on any matter of academic concern that falls within the purview of the faculty, except for matters specifically reserved to the General Faculty. It shall also provide the opportunity for exchange of opinion between faculty and administration in the ordinary working of the University.

2. Membership

The Academic Council shall be composed of faculty, elected by their colleagues, from the Schools and of *ex officio* members. Only full-time faculty not on an administrative contract may be elected members of the Council. The term of a faculty member is two academic years. No more than two consecutive terms may be served.

Ex officio members of the Council are the Provost, the Deans of the Schools and the Secretary of the General Faculty. The Provost and the Secretary of the General Faculty are *ex officio* voting members. Faculty members of the Council are elected to represent their School's interests and orientations.

The number and distribution of Council members shall be established by the General Faculty. Only faculty members who have the rank of Assistant Professor or higher and who have been full-time members of the faculty for a period of at least three consecutive academic years are eligible to stand for election to the Council. Candidates for election may represent only one School.

Only full-time faculty members who have completed one academic year of service in a School are eligible to vote for Council representatives in that School. Faculty who share appointments among Schools are eligible to vote in each School's election for Council.

The Committee on Committees shall arrange to supervise the election, by each School, of its representatives to the Council. Newly elected members shall take office at the first meeting of the new academic year.

The right to vote and/or to make and second motions is limited to faculty members elected to the Council and those *ex officio* members designated above as voting members. Other *ex officio* members do not have these rights. All Council members have the right and privilege of discussion. Additionally, the opportunity for direct communication from the President of the University to the members of the Council is afforded at all meetings in the Order of Business.

3. Function

The Academic Council shall have the following functions:

- a. To carry out the mandates given it by the General Faculty.
- b. To facilitate the operation of the entire committee system and to make decisions on the recommendations of the Committees of the Faculty; i.e., to reject, approve or forward them to the appropriate body for implementation.
- c. To address matters relevant to faculty that do not fall under the purview of existing *Handbook* committees.
- d. To make recommendations on the general educational policies of the University; to study and make recommendations concerning any new schools, permanent institutes or programs; to consider and advise on the granting of all honorary degrees.
- e. To provide communication between Faculty and Administration.
- f. To arrange for faculty membership on search committees for the offices of the University President, Provost, Academic Deans, and to arrange for faculty participation in the searches for other senior leadership positions.

- g. To convoke a Review Board, as necessary, to act upon charges calling for the recall of faculty elected to positions by the faculty.

4. The Academic Council and Meetings of the General Faculty

Any decision of the Academic Council may be placed on the agenda of the next regular or called meeting of the General Faculty by a petition to the Secretary of the General Faculty signed by not fewer than one-fifth of the members of the General Faculty.

5. The Executive Committee

The Executive Committee of the Academic Council establishes the agenda of Council meetings. The members of the Executive Committee are the Chairperson and Executive Secretary of the Council, the Secretary of the General Faculty, and the Provost. The Chairperson of the Council serves as Chairperson of the Executive Committee. The Executive Committee is also available to consult with faculty and administrators on the best way to address issues within the governance structure.

a. Position of Chairperson of the Council

The Academic Council shall, at its first meeting of the year, elect from its current elected membership a Chairperson for the ensuing year. The Chairperson shall serve for a one-year term and be eligible for reelection. The functions of the Chairperson are:

- i. To preside over Academic Council Meetings. In the absence of the Chairperson, the Council shall designate a substitute from its membership, *ex officio* or elected.
- ii. To serve as its official representative.
- iii. To serve as the Chair of the Committee on Free Expression Resolution.

b. Position of Executive Secretary

The Academic Council shall, at its first meeting of the year, elect from its current elected membership an Executive Secretary for the ensuing year. The Executive Secretary shall serve for a one-year term and be eligible for reelection. The functions of the Executive Secretary are:

- i. Implementing the actions of the Council;
- ii. Arranging meetings of the Council and of the Council's Executive Committee;
- iii. Communicating the work of the Council to the President and the General Faculty;
- iv. Overseeing subcommittees of the Council;
- v. Overseeing the work of the Recording Secretaries of the Council;
- vi. Whatever other executive function the Council may delegate.

6. Position of Recording Secretary

The position of Recording Secretary shall rotate alphabetically* among the members of the Council. The Recording Secretary shall be responsible for preparing Academic Council

meeting minutes in consultation with the Executive Secretary. The minutes shall indicate the votes of members (i.e., tally or roll call) and a detailed account of the discussion.

*To avoid unfairness to either end of the alphabet, the starting member will be drawn by lot by the outgoing Executive Committee before the first meeting.

7. Meeting

The first meeting of the Academic Council shall be on the Monday of the first full week of the academic year, and subsequently the first Monday of every month. The Council shall determine the frequency of additional meetings and the duration of its meetings, as dictated by the nature and volume of its work, consistent with speedy action on all outstanding issues. Additional meetings may be convened by the President.

Robert's Rules of Order Newly Revised shall be used as the authority for the conduct of meetings of the Council.

To the extent that logistics and time and space allow, meetings of the Academic Council are open to observation by members of the faculty and administrators, except when a meeting, or portion of a meeting, is declared closed by a majority vote. Other members of the academic community may be admitted by vote of the Council. Observers shall not have speaking privileges unless granted by the Council. A quorum shall be fifty percent plus one of the voting membership of the Council.

8. Agenda

When the Academic Council Executive Committee establishes a meeting agenda it attends to the business forwarded from other committees, suggested topics from any member of the University community, and directives from the General Faculty.

The following topics and order shall be used in the conduct of the meetings of Academic Council:

1. Presidential courtesy
2. Report from the Secretary of the General Faculty
3. Executive Secretary's report
 - a. approval of minutes
 - b. correspondence
 - c. updates from the Executive Committee
4. Council subcommittee reports
5. Petitions for immediate hearing
6. Old business
7. New business
8. Adjournment

C. THE COMMITTEES OF THE FACULTY

PRINCIPLES

1. Committees and the General Faculty

Ordinarily, the General Faculty exercises its responsibilities in shared governance through the actions of the Academic Council and the Standing Committees. The General Purpose and Specific Duties of each committee identify the matters of General Faculty interest for which each committee is responsible.

2. Standing and Special Committees

Committees are either standing or special. Standing committees are continuing committees. The number and scope of these standing committees are determined by the General Faculty. Standing committees of the General Faculty can be formed, revised, or eliminated through the procedure for amending the Handbook (I.A.7.). The Academic Council Executive Committee is available to consult on the best way to address issues related to committee structure.

The General Faculty, or its executive arm, the Academic Council, shall be empowered to appoint special committees on any issues of its concern. Special committees are usually terminated at the close of their academic year.

Unless specified below, only full-time faculty not on an administrative contract may be elected members of a standing committee.

3. Procedures for Elections to Committees

An election meeting of the General Faculty will be held at the end of the spring semester. Candidates for the various committees shall be nominated by the Committee on Committees and presented to the General Faculty two weeks before the election meeting of the General Faculty. Nominations may also be made from the floor of the General Faculty meeting.

4. Terms of Committee Members

The term of a member of the Committee on Committees and of all standing committees shall be three years, starting in September, and there shall be no reappointment to a full term on the same committee except after an interval of one year. Exceptions to this shall be decided by the Academic Council. One-third of each committee shall be elected each year.

5. Number of Committees on Which a Faculty Member May Serve

No faculty member may simultaneously serve on more than two Standing Committees. Academic Council members may serve on two Standing Committees in addition to serving on the Council. Service by a faculty member on a special committee of the faculty that meets with regularity and carries a continuing responsibility shall be considered the equivalent of service on a Standing Committee.

6. Committee Reports

Faculty committees shall submit by May 1st an annual written report to the Secretary of the General Faculty. The report shall be summarized by the committee at one of the meetings of the General Faculty.

7. Voting Rights

Ex officio Handbook Committee members are non-voting members unless otherwise indicated in the *Handbook*.

8. Chairpersons of Committees

Each standing and special committee shall elect its own chairperson. Normally, a standing committee chairperson is elected to serve a one-year term and is eligible for reelection. In the absence of a chair, the organizational meeting may be called by any member of the committee.

Duties of Standing Committee Chairpersons

- i. To ensure that the committee carries out its role and function in faculty governance in accordance with its general and specific duties (see individual committee entries below).
- ii. To arrange for and preside over meetings of the committee.
- iii. To prepare meeting agendas and supporting materials for distribution to committee members and for posting on the Secretary of the General Faculty's website approximately a week in advance of scheduled meetings.
- iv. To ensure that meeting minutes are produced, approved, and available in accordance with the entry on Committee Records below.
- v. To communicate the work of the committee to the Secretary of the General Faculty, the Academic Council, and to other members of the General Faculty or the administration as appropriate.
- vi. To oversee the writing and submission of the committee's annual report.

9. Votes in Committees

Decisions in all committees shall be reached by majority vote of the committee.

10. Committee Records

All committees, through their chairpersons or secretaries and the Secretary of the General Faculty (in accordance with I.A.5.b.ii above), shall record and keep on file their minutes and other data relevant to their business. These records shall contain minority as well as majority opinions, but shall not include committee discussions or vote tallies related to individual faculty members (e.g., tenure and promotion applications, grant applications, committee appointments, etc.).

11. Observers in Committees

Committee chairpersons, with the consent of their committees, may invite observers to participate in the discussion but not vote.

12. Vacancies on Committees

When a vacancy occurs in a committee, the Committee on Committees shall appoint a temporary replacement if the absent member intends to return, or to appoint a replacement to serve until the next election.

STANDING COMMITTEES (Presented in alphabetical order)

1. Admissions and Financial Aid Committee

Membership

Six members elected from the faculty for three-year overlapping terms, at least one with six or more years of service at Fairfield. The Vice President for Enrollment Management shall be a member *ex officio*.

General Purpose

To facilitate communication and collaboration between the General Faculty and the Office of Enrollment Management.

Specific Duties

- i. To understand the policies and practices of enrollment management.
- ii. To keep apprised of trends in graduate and undergraduate enrollments.
- iii. To bring forward faculty questions and concerns regarding the policies and practices of enrollment management.
- iv. To deliver a midyear report to the General Faculty on student demographics and enrollments.
- v. To be aware of student attitudes concerning admissions and financial aid.
- vi. To elect from its current elected membership, at the beginning of each academic year, one member to attend and participate in meetings of the Enrollment and Marketing Committee of the Board of Trustees for that year per the standing invitation of the Board.

2. Athletics Committee

Membership

Six members elected from the faculty for three-year overlapping terms. One student elected by the Fairfield University Student Association. One student appointed by and representing the Student-Athlete Advisory Committee Executive Board. The Faculty Athletics Representative will be an *ex officio* voting member of the committee. The Director of Athletics shall be a member *ex officio*.

General Purpose

To periodically review the objectives and policies of the varsity athletics program and facilities at Fairfield University.

Specific Duties

- i. To participate in developing the strategic planning for athletics.
- ii. To review and analyze, on behalf of the faculty, proposed athletic schedules.

- iii. To bring forward faculty questions and concerns regarding the policies and practices of the varsity athletics program of the University.
- iv. To assess the experience of student-athletes via an annual survey.
- v. To assess programs of academic support for student-athletes.

3. Committee on Committees

Membership

Eight members shall be elected by the General Faculty for three-year overlapping terms from a list of candidates submitted to it by the Academic Council and from the nominations from the floor; three members from the Meditz College of the Arts and Sciences, specifically one each from the Humanities, Social/Behavioral Sciences, and Mathematics/Natural Sciences; two members from the Dolan School of Business, and one each from the Egan School of Nursing and Health Studies, the School of Education and Human Development, and the School of Engineering and Computing. This list shall be drawn from those members of the faculty who have completed at least two years of service at Fairfield.

Election to the Committee on Committees requires a majority of those members voting in a regularly scheduled election.

The Secretary of the General Faculty shall be the chairperson of the Committee on Committees and has a voice in all discussions but has the power to vote only in case of a tie.

General Purpose

To assist the Secretary of the General Faculty in coordinating the operation of the standing committees.

To assure that the committees have full membership.

Specific Duties

- i. To educate faculty concerning the membership, general purpose, and specific duties of the standing committees
- ii. To recruit nominees for committee openings with particular attention to succession planning for the Rank and Tenure Committee and the Faculty Salary Committee in consultation with the chairs of those committees.
- iii. To prepare, after due consultation, a slate of candidates for all committee positions or other positions filled by election at large from the faculty, for submission two weeks before the election meeting of the General Faculty in the spring.
- iv. To appoint replacements to committees when vacancies occur.
- v. To recommend to the faculty any changes that may seem desirable in the modes of selection or the composition of membership of the committees of the faculty.
- vi. To arrange for election of members of the Academic Council in accordance with I.B.2 above.

- vii. To oversee the removal of members of standing committees for nonparticipation. If a committee member has missed two consecutive meetings without indications of illness or *bona fide* institutional conflicts, that member may be replaced by a majority vote of the Committee on Committees.

4. Committee on Conference with the Board of Trustees

Membership

Five members elected for three-year overlapping terms.

General Purpose

To be the official faculty representatives of the General Faculty to meet with the Board of Trustees, and to be a channel of communication between the General Faculty and the Board of Trustees.

Specific Duties

- i. To confer, individually or collectively, with the Board of Trustees or any committee of the Board at the direction of the Academic Council or the faculty, or at the request of the Board of Trustees.
- ii. To act under the guidance of the Academic Council to coordinate and assist the members of *Handbook* committees elected to attend and participate in the discussion of the Board's committees by meeting periodically to keep one another abreast of developments on the Board committees.
- iii. To suggest to the Academic Council matters that in the Committee's judgment should be referred to the Board of Trustees.
- iv. To report results to the Academic Council and to the faculty.

5. Committee on Non-Tenure Track Faculty

Membership

Six faculty members representing and elected by two different constituencies: the General Faculty and the non-tenure track faculty. Three members of the General Faculty, at least one with tenure, elected for three-year overlapping terms in the usual manner, with no more than two members from any one school, and three non-tenure track faculty members elected for three-year overlapping terms by the non-tenure track faculty, with no more than two members from any one school, in an election overseen by the Secretary of the General Faculty each spring. The Provost or their designee shall be an *ex officio* member.

The election of the three non-tenure track members will take place before the election of members from the General Faculty. Non-tenure track faculty members serve for three years as long as they are employed at Fairfield. Members with part-time faculty status receive a stipend equal to 1/8 of their stipend for one course for each semester they serve on this committee.

General Purpose

To study and make recommendations on issues regarding non-tenure track faculty.

Specific Duties

- i. To draft or review policies on matters pertaining to non-tenure track faculty.
- ii. To facilitate interaction between non-tenure track faculty and tenure track faculty and other members of the University community including administrators.
- iii. To promote professional development of non-tenure track faculty.

6. Educational Planning Committee

Membership

Nine members elected from the faculty for three-year overlapping terms. Only faculty who have been full-time members of the faculty for a period of at least six consecutive academic years are eligible to stand for election to the Educational Planning Committee. One member shall be elected from each of the following electoral divisions: Egan School of Nursing and Health Studies; Dolan School of Business; School of Education and Human Development; School of Engineering and Computing; Four members from the Meditz College of Arts and Sciences distributed as follows: one from Behavioral and Social Sciences; one from Natural Sciences and Mathematics; two from the Humanities; and one at large without restriction as to curriculum area or school. The Provost or designee shall be an *ex officio* voting member. Each Academic Dean or their designee shall be an advisory member of the committee when their interests are under discussion.

General Purpose

To keep under continual review and make recommendations regarding strategic planning and, when deemed necessary, to evaluate the status of schools, educational programs, and academic structures.

Specific Duties

- i. To solicit regularly from the Academic Deans and Provost an overview of the strategic planning initiatives within their areas of primary responsibility.
- ii. To review and make recommendations concerning strategic planning initiatives within the academic division.
- iii. To initiate, when appropriate, further educational planning that promotes the academic mission of the University.
- iv. To review and evaluate proposals for the establishment of schools and educational programs with regard to their relationships to current academic structures, and with special attention to the resources and opportunity costs involved.
- v. To evaluate, on the recommendation of the faculty or Provost, the present status or, when necessary, viability of schools, educational programs, or academic structures.
- vi. To elect from its current elected membership, at the beginning of each academic year, one member to attend and participate in meetings of the Risk Management Committee and one member to attend and participate in meetings of the Infrastructure Committee of the Board of Trustees for that year per the standing invitation of the Board.

Meeting

The first meeting of the Educational Planning Committee shall be on the Thursday of the second full week of the academic year, and subsequently the third Thursday of every month. Otherwise, the Educational Planning Committee shall determine the frequency of additional meetings and the duration of its meetings, as dictated by the nature and volume of its work, consistent with speedy action on all outstanding issues.

7. Educational Technologies Committee

Membership

Nine members elected from the faculty for three-year overlapping terms; one member to be elected from each of the following electoral divisions: Behavioral and Social Sciences; Humanities; Natural Sciences and Mathematics; the School of Engineering and Computing; the School of Education and Human Development; Dolan School of Business; Egan School of Nursing and Health Studies; and two members at large with no restriction as to curriculum area or school. The elected members shall always include at least two tenured faculty members. The Provost or designee, the Dean of the Library or designee, the Chief Information Officer, and the Director of Academic Computing shall be *ex officio* members.

General Purpose

To keep under continual review and make recommendations concerning technology resources and support for faculty and students.

Specific Duties

- i. To review faculty needs and uses of technology and to make recommendations concerning technology resources as these pertain to faculty teaching, advising, research, and service needs.
- ii. To review and make recommendations regarding the process for informing and educating faculty in the use of the available technology resources and support.
- iii. To review and make recommendations concerning strategic initiatives related to technology.
- iv. To review and make recommendations concerning any proposed changes to the University's Computer Systems Acceptable Use Policy and Procedures.
- v. To keep under continual review the software packages made available to students and faculty, and to make recommendations for changes as needed.
- vi. To elect from its current elected membership, at the beginning of each academic year, one member to attend and participate in meetings of the Infrastructure Committee of the Board of Trustees for that year per the standing invitation of the Board.

8. Faculty Committee on Sustainability

Membership

Six members elected from the faculty for three-year overlapping terms, with two members from Natural Sciences, Mathematics, and Engineering and Computing, one from Behavioral and

Social Sciences or Dolan School of Business, one from Humanities, and two at large with no restriction as to curriculum area or school. The Director of the Environmental Studies Program is a voting *ex officio* member. The Provost or designee is an *ex officio* member, and a student elected by the Fairfield University Student Association also serves as a non-voting member of the committee.

General Purpose

To keep under continual review and make recommendations on campus plans and policies related to environmental sustainability, and on how such plans and policies impact curricular development, faculty research, and other academic matters.

Specific Duties

- i. To review, on behalf of the faculty, and make recommendations regarding campus construction and development plans and campus policies related to the environment to ensure their compatibility with current and possible future educational, co-curricular, and research uses of affected areas.
- ii. To keep under continual review any current and pending campus issues that impact the environment.
- iii. To work, on behalf of the faculty, with the Campus Sustainability Committee in carrying out its charge to help set the University's goals and evaluate its progress with regard to sustainability.
- iv. To elect faculty representatives from the Faculty Committee on Sustainability to serve on the Campus Sustainability Committee (CSC) and to co-create the CSC meeting agendas.

9. Faculty Development and Evaluation Committee

Membership

Seven members elected from the faculty for three-year overlapping terms, according to the following electoral divisions: three from the Meditz College of Arts & Sciences, one each from the School of Engineering and Computing, the Egan School of Nursing and Health Studies, the Dolan School of Business, and the School of Education and Human Development. The elected members shall always include at least two faculty members with at least six years' experience. The Provost or designee shall be an *ex officio* member with a right to vote.

General Purpose

To promote faculty development in teaching, research and service.

Specific Duties

- i. To design and coordinate a program providing professional development to faculty each semester.
- ii. To review and make recommendations concerning faculty mentorship across schools and departments

- iii. To collect and make available to the faculty information concerning faculty development programs.
- iv. To monitor and improve the system of course evaluation for all University faculty.
- v. To keep under continual review and make recommendations concerning the administration of the evaluation procedure.

10. Faculty Research Committee

Membership

Five tenured or tenure-track members with a minimum of three years of service at Fairfield elected from the faculty for overlapping three-year terms. The Provost or designee shall be an *ex officio* member. No member of the Committee may apply for sabbatical leaves, research grants and/or summer stipend awards during their tenure on the Committee; however, members may apply for extraordinary research leaves (as described in the Benefits Plan Overview) concurrent with a term on the Committee.

General Purpose

To promote and support the research, scholarly/creative activity, and professional development of the members of the General Faculty.

Specific Duties

- i. To develop consistent and effective policies to promote research, scholarly/creative activity, and professional development by the members of the faculty.
- ii. To make recommendations concerning the amount and allocation of funds to assist research, scholarly/creative activity, professional development, and curricular enhancement.
- iii. To make recommendations for sabbatical, pre-tenure research and other leaves of absence for research, scholarly/creative activity, and professional development.

11. Faculty Salary Committee

Membership

Five members elected from the faculty for three-year overlapping terms. Members shall be full-time faculty members who have completed at least two years of service at the University. Committee membership shall include at least one Assistant Professor, one Associate Professor, and one Professor.

General Purpose

To work with the Administration's Compensation Committee toward the shared goal of ensuring that a Memo of Understanding regarding faculty salary and benefits is always in place.

Specific Duties

- i. To start collegial discussions with the administrative team by October 1 of each year.

- ii. To present, as needed, a new or revised Memo of Understanding to the General Faculty for approval.
- iii. To review the Benefits Plan Overview for Full-Time Faculty on a yearly basis, recommending changes to the General Faculty as appropriate.
- iv. To review the texts of all types of faculty contracts before contracts are sent to faculty.
- v. To keep under continual review salary data for inequities, to present a summary of the findings to the General Faculty, and to propose mechanisms of redress for identified salary inequities as appropriate.

12. Governance Committee

Membership

Two members elected from the faculty to three-year overlapping terms. Committee members must have at least five years' experience as members of the General Faculty at Fairfield University. At least one elected member must be tenured. The Secretary of the General Faculty and the Provost shall be *ex officio* voting members. The Secretary of the General Faculty shall be the chair of the committee.

General Purpose

To support the effective functioning of shared governance structures within the University, keep under continual review University governance documents (e.g., the *Faculty Handbook* and *Journal of Record*), and to make recommendations to the Academic Council or other relevant bodies regarding revision to the governance documents.

Specific Duties

- i. To review shared governance documents (especially, the *Faculty Handbook* and *Journal of Record*) for internal and external inconsistencies (i.e., inconsistencies amongst the governance documents themselves or with state or federal law), outdated or ill-functioning policies, policy gaps (i.e., areas that require the formulation of new policy language), ambiguous language, etc.
- ii. To make recommendations to the Academic Council concerning proposed governance document changes.
- iii. To keep under continual review the *Employee Handbook* and its relation to the *Faculty Handbook* and to make recommendations to the appropriate body concerning revisions as necessary.
- iv. To assist the Secretary of the General Faculty with the annual reconciliation of University documents with the *Journal of Record*.
- v. To review, in accordance with the procedures specified in Appendix I, grievances concerning a faculty member or administrator not following established governance procedures.
- vi. To design and coordinate an annual governance essentials workshop.
- vii. To be available for consultation concerning matters of shared governance.

13. Graduate Curriculum Committee

Membership

Eleven members elected from the faculty for three-year overlapping terms, according to the following electoral divisions: two from the Meditz College of Arts and Sciences, two from the Dolan School of Business, three from the School of Education and Human Development, two from the Egan School of Nursing and Health Studies, one from the School of Engineering and Computing, and one at large with the restriction of coming from either the Dolan School of Business or the Egan School of Nursing and Health Studies. Only faculty who have taught at least one graduate course at Fairfield University in the previous three academic years or is scheduled to teach a graduate course in the next academic year are eligible to stand for election to the Graduate Curriculum committee. Faculty are elected not simply as representatives of their curriculum areas, but as resource persons to oversee the total graduate curriculum.

A student representative from the Graduate Student Senate shall be a voting member of the committee and shall serve a one-year term.

The Provost or their designee shall be a voting member of the committee.

The Vice Provost for Graduate, Professional, & Continuing Studies, and each Academic Dean or their designee shall be an advisory member of the committee when their interests are under discussion.

General Purpose

To keep the graduate curriculum under continual review, to assess proposals related to graduate curriculum programs, and to make recommendations to the appropriate governance bodies. To ensure consistent standards and structures among a diverse range of graduate offerings, taking accreditation, certification, and licensure requirements into consideration. To foster collaboration and information sharing across graduate programs and schools.

Specific Duties

- i. To review and evaluate graduate curriculum: including programs of study and relevant educational policy.
- ii. To review and evaluate proposals for the formation or dissolution of schools.

Meeting

The first meeting of the Graduate Curriculum Committee shall be on the Thursday of the first full week of the academic year, and subsequently the first Thursday of every month. Meetings will run from 3:30 pm to 5:00 pm. Otherwise, the Graduate Curriculum Committee shall determine the frequency of additional meetings and the duration of its meetings as dictated by the nature and volume of its work, consistent with speedy action on all outstanding issues.

14. Library Committee

Membership

Seven members elected from the faculty for three-year overlapping terms; one member to be elected from each of the following electoral divisions: Behavioral and Social Sciences; Dolan School of Business; Natural Sciences, Mathematics or Engineering and Computing; the School

of Education and Human Development; the Egan School of Nursing and Health Studies; and two members from two different departments in the Humanities. The Dean of the Library shall be an *ex officio* member.

General Purpose

To study and make recommendations concerning library strategic planning, including services, facilities, and utilization of funds.

Specific Duties

- i. To keep under continual review and make recommendations concerning library support of curricular and research needs of students and faculty.
- ii. To promote the use of library resources through the administration of the undergraduate and graduate library research prizes.
- iii. To bring forward faculty questions and concerns about the library.

15. Marketing and Communications Committee

Membership

Four members elected from the faculty for three-year overlapping terms, at least one with tenure. The Vice President of Marketing and Communications, or designee, shall be a member *ex officio*.

General Purpose

To facilitate communication and collaboration between the General Faculty and the division of Marketing and Communications and to study and make recommendations concerning the representation of academics in University communications.

Specific Duties

- i. To understand the policies and practices of marketing and communications.
- ii. To bring forward faculty questions and concerns regarding the policies and practices of marketing and communications.
- iii. To keep under continual review and make recommendations concerning the representation of academics in University communications.
- iv. To elect from its current elected membership, at the beginning of each academic year, one member to attend and participate in meetings of the Enrollment and Marketing Committee of the Board of Trustees for that year per the standing invitation of the Board.

16. Mission and Belonging Committee

Membership

Seven members elected from the faculty for three-year overlapping terms, with members elected from at least three different schools of the university, and at least two tenured faculty members. The Provost or designee, the Vice President for Mission and Ministry or designee,

and the Vice President for Diversity, Inclusion, and Belonging or designee shall be *ex officio* members.

General Purpose

To promote and support the integration of Fairfield's mission and its values into the academic community and act as a resource for faculty development in these areas. To attend particularly to the mission's call to celebrate the dignity of all human persons and to "value the diversity which their membership brings to the university community."

Specific Duties

- i. To keep under continual review and make recommendations concerning the advancement of mission and belonging within the academic community.
- ii. To review, and keep the General Faculty apprised of, the results of regularly administered surveys assessing experiences related to mission and belonging among members of the academic community.
- iii. To collect and make available information concerning faculty development opportunities related to mission and belonging.
- iv. To elect from its current elected membership, at the beginning of each academic year, one member to attend and participate in meetings of the Mission and Identity Committee of the Board of Trustees for that year per the standing invitation of the Board.

17. Public Lectures and Events Committee

Membership

Four members elected from the faculty with three-year overlapping terms, and one student elected by the Fairfield University Student Association. The Executive Director for the Center for Arts and Minds shall be an *ex officio* member.

General Purpose

To collaborate with the Center for Arts and Minds to enhance the academic profile and intellectual discourse at Fairfield University through the coordination and promotion of public lectures and events.

Specific Duties

- i. To assist in planning and organizing public lectures and events on campus.
- ii. To bring forward recommendations regarding public lectures and events programming.
- iii. To support curricular engagement with campus public lectures and events.

18. Rank and Tenure Committee

Membership

The Provost, *ex officio*, and seven tenured faculty members who have completed at least three years of service at Fairfield and who hold the rank of Associate Professor or Professor. Faculty

members shall be elected by the General Faculty with overlapping three-year terms, three members elected from the Meditz College of Arts and Sciences and one member from each professional school. In the event that an opening from a specific school cannot be filled, the opening shall be filled by an at-large member. No two members shall be from the same department or curriculum area. The composition of the Committee shall always include a minimum of four faculty members holding the rank of Professor. Committee members shall receive appropriate training on their roles and responsibilities.

Election to the Rank and Tenure Committee requires a majority of those members voting in a regularly scheduled election.

Voting rights shall be given to the seven elected faculty members. A member shall not be present during the discussion of a candidate from their own department or curriculum area; however, the member shall vote on the candidate and may provide a written recommendation for the candidate. No member of the Committee may apply for promotion during their tenure on the Committee. Members must disqualify themselves from all consideration of a spouse, other relative, or in a case of serious conflict of interest. In any such eventuality, the Rank and Tenure Committee shall enlist as an alternate a faculty member who has served on the Committee within the prior three years.

All votes are anonymous. A majority of positive votes (i.e., at least four) shall be necessary to carry a decision.

General Purpose

To review applications and make recommendations to the President regarding promotions and tenure of faculty.

Specific Duties

- i. To review applications for faculty promotions and tenure and after due consideration to make recommendations to the President.
- ii. To review applications from new faculty being hired at a rank of Associate Professor or Professor, unless they earned that rank at their previous institution.
- iii. To review applications from administrators seeking faculty status with tenure or promotion to higher rank at time of hire.
- iv. To make recommendations to the Academic Council and the General Faculty regarding changes in the criteria, guidelines, or timetable for promotion and tenure.

19. Student Life Committee

Membership

Five members elected from the faculty for overlapping three-year terms. One student from the Graduate Student Advisory Board, and one student from the Fairfield University Student Association shall be voting members. The Vice President of Student Life, or designee, shall be an *ex officio* member.

General Purpose

To study and make recommendations concerning nonacademic aspects of student life (e.g., clubs, organizations, recreation, student health and welfare services, food services, residence halls, student conduct and lifestyle).

Specific Duties

- i. To keep under continual review and make recommendations concerning nonacademic aspects of the student experience and the assessment thereof.
- ii. To keep under continual review and recommend appropriate standards of academic performance for participation in student activities.
- iii. To keep under continual review and to recommend policies concerning student health and wellness services and food service.
- iv. To keep under continual review and to recommend policies concerning clubs and organizations, including but not limited to club sports.
- v. To discuss and make recommendations concerning the quality of residence hall life on campus.
- vi. To discuss and make recommendations concerning the well-being of all students (undergraduate, graduate, students at satellite locations, on-line students, those who live off campus, commuters, etc.).
- vii. To keep under continual review guidelines for student conduct and recommend policies concerning dismissals and other penalties, including suspension.
- viii. To elect from its current elected membership, at the beginning of each academic year, one member to attend and participate in meetings of the Student Life Committee of the Board of Trustees for that year per the standing invitation of the Board.

20. Undergraduate Curriculum Committee

Membership

Representation on the Undergraduate Curriculum Committee shall follow the same pattern as representation from the schools on the Academic Council, with the exception of the School of Education and Human Development, which shall have one representative. There shall also be one student member (the Director of Academics from the Fairfield University Student Association or designee) with voting rights. The student representative shall serve for a one-year term. Other representatives shall be elected for three-year overlapping terms, not simply as representative of their curriculum areas, but as resource persons to oversee the total undergraduate curriculum. The Provost or designee shall be a member with voting rights. Each Academic Dean or their designee shall be an advisory member of the committee when their interests are under discussion.

General Purpose

To keep the undergraduate curriculum under continual review, to assess proposals related to undergraduate curriculum programs or policies and to make recommendations to the appropriate governance bodies.

Specific Duties

- i. To review and evaluate the undergraduate curriculum including: (a) the core; (b) majors, minors, and interdisciplinary programs; (c) study abroad courses and programs; and (d) relevant educational policy.
- ii. To review and evaluate proposals for the formation or dissolution of schools.

Meeting

The first meeting of the Undergraduate Curriculum Committee shall be on the Tuesday of the first full week of the academic year, and subsequently the first Tuesday of every month. Otherwise, the Undergraduate Curriculum Committee shall determine the frequency of additional meetings and the duration of its meetings as dictated by the nature and volume of its work, consistent with speedy action on all outstanding issues.

21. University Advancement Committee

Membership

Five members elected from the faculty for three-year overlapping terms, with membership to be elected from the following electoral divisions: one member from the Meditz College of Arts and Sciences; one member from the Dolan School of Business; one member from neither the Meditz College of Arts and Sciences nor the Dolan School of Business, and two members at large without restriction as to curriculum area or school. The Vice President for Advancement shall be an *ex officio* member. The Committee shall always include a minimum of three tenured faculty members.

General Purpose

To facilitate communication and collaboration between the General Faculty and the Division of University Advancement.

Specific Duties

- i. To understand the practices and programs of the Division of University Advancement.
- ii. To discuss the prioritization of fundraising goals and plans to achieve those goals.
- iii. To keep apprised of progress toward achieving fundraising goals.
- iv. To bring forward faculty questions and concerns regarding matters related to the Division of University Advancement.
- v. To elect from its current elected membership, at the beginning of each academic year, one member to attend and participate in meetings of the University Advancement Committee of the Board of Trustees for that year per the standing invitation of the Board.

D. SCHOOLS OF THE UNIVERSITY

1. School

A School is a body of the full-time and part-time faculty responsible for that portion of the curriculum assigned to it by the General Faculty, the President and the Board of Trustees. All faculty appointed to a department in a school shall be members of the School.

2. Dean

Each school shall have a Dean, who reports to the Provost, as its chief academic officer. The Dean of a school is appointed by the Provost upon the recommendation of a duly constituted search committee. The Dean shall work closely with faculty and administration to set the strategic vision for the school and allocate resources to carry out that vision. The Dean is responsible for: the general quality of the instructional programs of the school; providing support for faculty activities and curriculum development; and properly carrying out all University policies and regulations adopted by the General Faculty, the school Faculty and the Board of Trustees.

3. Departments

A department is a body of faculty, within a school, responsible for the disciplinary academic programs assigned to it by the faculty of the school and the General Faculty. Each department shall have a Department Chair.

Department Chair

Department Chairs are responsible for coordinating the work of the faculty in the department and for representing the department in the University community.

1. Department Chairs shall be appointed by the Dean subsequent to a departmental election in accordance with the procedures specified in each school's governance document.
2. Only tenured full-time faculty not serving as administrators are eligible to serve as Department Chair. Exceptions may only be made by the Academic Council.
3. Department Chairs shall serve for three-year terms and be eligible for reelection. Normally, no more than three consecutive terms may be served.
4. Duties of Department Chairs shall be specified in each school's governance document and/or department by-laws.
5. Department Chairs shall receive compensation (e.g., stipend and course release) per the Memo of Understanding.

4. Academic Programs

Academic programs are organized sets of courses that lead to particular degrees or other credentials. Each academic program within a school shall be coordinated by a program director and a program steering committee (as described below).

i. Program Director:

1. Department chairs normally serve as the program director for any academic program housed within a department. Depending on the demands of the program, however, a program director other than the chair may, in consultation with the department, be appointed by the Dean from among the department's full-time faculty.
2. For academic programs that are outside any department (e.g., interdisciplinary minors), program directors are appointed by the Dean in consultation with the program steering committee (or with the program's proposers in the case of a new program).
3. Normally, only full-time (non-visiting) faculty not serving as administrators are eligible to serve as program directors. The Academic Council shall be notified of any exceptions to the foregoing.
4. Normally, program directors shall serve for three-year terms and be eligible for reappointment. Normally, no more than three consecutive terms may be served.
5. Duties of program directors shall be specified in each school's governance document and/or program by-laws.
6. Program directors shall receive compensation (e.g., stipend and course release) per the Memo of Understanding.

ii. Program Steering Committee

Program steering committees shall advise and assist program directors in the running of academic programs. The responsibility for the curriculum of the program rests with the faculty members on the steering committee.

1. For academic programs housed within departments, normally, the faculty in the department, or some subset thereof, shall serve as the program steering committee.
2. For academic programs that are outside any department (e.g., interdisciplinary minors), the steering committee shall consist of at least three full-time faculty with relevant expertise. The program director shall be a member of the steering committee and shall appoint the other members of the steering committee in consultation with the Dean.

5. Educational Policy

a. Schools as a Whole

Schools shall determine their own educational policy, including the conduct of courses and methods of instruction, within the framework of principles laid down by the General Faculty and the Provost.

Matters of concern to specific Schools proposed by the President, the Provost or the Academic Council shall be acted upon only after the School in question shall have had reasonable opportunity to discuss them and to make recommendations.

b. Individual Professors

The individual faculty members shall have freedom of course instruction within the scope of the courses assigned to them so far as is compatible with the interest of the School as a whole and the framework of general principles as noted in paragraph (a) above.

6. Governance

Each School's faculty shall determine its own structure of governance, subject to the approval of the University President. The faculty of a School or the University President may propose amendments to a School's governance document. All amendments must be accepted by both the University President and the faculty of the School in question. Faculty approval of the initial governance documents and of subsequent amendments is obtained by a two-thirds vote of those present and voting at a regularly scheduled meeting of the faculty of the School in question.

II. FACULTY POLICIES

Introduction - Academic Freedom

Fairfield University has adopted as policy the statement on academic freedom, as formulated in the 1940 Statement of Principles endorsed by the AAUP and clarified by the 1970 Interpretive Comments, and the language in the AAUP's 2009 subcommittee report stating that "academic freedom is the freedom to teach, both in and outside the classroom, to conduct research and to publish the results of those investigations." Academic freedom is limited only by generally accepted standards of responsible scholarship, professional ethics, and by respect for the Jesuit Catholic commitment of the institution. Specifically, as expressed in its mission statement, Fairfield University "welcomes those of all beliefs and traditions who share its concerns for scholarship, justice, truth, and freedom, and it values the diversity which their membership brings to the university community."

In addition to teaching and research, Fairfield University encourages the involvement of faculty members in shared governance and will not take adverse action against a faculty member for their involvement in shared governance or for addressing any matter of institutional policy or action.

Furthermore, "as members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom" (AAUP Statement on Professional Ethics).

The General Faculty has endorsed Fairfield University's Principles that Guide of Free expression (Established May 2018, Approved by Academic Council April 2019).

A. PERSONNEL POLICIES

1. Appointment: Procedure and Qualifications

Faculty members shall be selected on the basis of teaching competence; training; experience; research and/or professional expertise, and in accordance with the affirmative action and equal employment opportunity policies of the University.

a. Procedure

In all schools, practices for full-time faculty appointment shall conform to the following guidelines: (1) appointments for all full-time faculty positions, including those that involve a change of job category shall be made upon the recommendation of the appropriate faculty body and Dean; (2) positions shall be authorized by written approval from the Provost whether the request is initiated by the faculty to the Dean or by the Dean; (3) the representative of the faculty (i.e., search committee chair, program director, or department chair) shall forward to the Dean in writing their recommendation and evaluation of the final candidate(s) for the position; (4) if the Dean disagrees with the recommendation of the faculty, they shall notify the faculty of the reasons in writing, and work with the faculty to attempt to resolve the disagreement; (5) the Dean shall forward to the Provost their recommendation along with the faculty's recommendation and evaluations; (6) appointments shall be made by the Provost; (7) in extraordinary circumstances, the Provost may decline to appoint an applicant recommended by the Dean and/or the faculty, in which case the Provost shall state the reasons for doing so in writing to the Dean and faculty; (8) schools shall define "appropriate faculty body" in adequate detail in their governance document.

b. Qualifications for Appointment to a Rank

(1) Instructor

The normal requirements for appointment to the rank of **Instructor** are: (a) enrollment in and near completion of a doctoral or other terminal degree program in the appointee's field, or an advanced degree in the discipline accompanied by extensive professional or disciplinary expertise and (b) demonstrated or presumed ability to teach effectively on the college level.

(2) Assistant Professor

The normal requirements for appointment to the rank of **Assistant Professor** are: (a) the doctorate or the terminal degree in the appointee's field; (b) demonstrated or presumed ability to teach effectively on the college level and (c) demonstrated ability to engage in scholarly or creative activity.

(3) Associate Professor

The normal requirements for appointment to the rank of **Associate Professor** are: (a) the doctorate or other terminal degree in the appointee's field; (b) at least five years' experience in the rank of Assistant Professor; (c) a demonstrated record of teaching effectiveness on the college level; (d) demonstrated scholarly or creative activity that has been subjected to peer review; and (e) evidence of service to the academic community, a learned society or professional service to other organizations. The scholarly/creative accomplishment requirement at the Associate Professor level may be waived if the candidate demonstrates professional recognition through service to a learned society, or professional service in which the candidate is evaluated by their peers, as long as the candidate clearly demonstrates that such professional service is a valid contribution to their field.

(4) Professor

The normal requirements for appointment to the rank of **Professor** are: (a) the doctorate or terminal degree in the appointee's field; (b) at least five years' experience in the rank of Associate Professor; (c) a demonstrated record of sustained teaching effectiveness; (d) a record of sustained scholarly and/or creative accomplishments that have been subjected to peer review; and (e) evidence of leadership in service to the academic community, a learned society or professional service to other organizations.

2. Promotion: Procedure and Qualifications

Promotions are made at the discretion of the President of Fairfield University subsequent to review of the recommendations of the Rank and Tenure Committee and the Provost. Promotions are made in accordance with the equal opportunity policies of the University as required by law.

a. Procedure

Schools shall publish their procedures for applying for promotion. Procedures in all schools shall conform to the Timetable and Guidelines for Tenure and Promotion in the *Journal of Record*, and the following guidelines: (1) schools shall define "appropriate faculty" in adequate detail in the publication of their procedure for applying for promotion; (2) the burden of proof that the faculty member should be promoted rests with the faculty member. They shall supply information appropriate and sufficient to sustain the case. Appropriate faculty and the Dean shall be supplied with, and shall review, this information before writing their evaluations; the Dean should review the application and, when appropriate, make suggestions to strengthen it; (3) the application procedure shall provide for written evaluations of the applicant to be submitted by the appropriate faculty to the Dean and a separate written evaluation to be submitted by the Dean of the appropriate school to the Rank and Tenure Committee; (4) faculty members and the Dean shall include in their evaluations a clear recommendation to grant or withhold promotions and these evaluations will become part of the candidate's Rank and Tenure file; (5) the Dean shall arrange for the submission of at least three letters from external reviewers, who will address the quantity and quality of the applicant's scholarship.

The Rank and Tenure Committee shall review the applicant's Rank and Tenure file and decide whether to recommend promotion. The Rank and Tenure Committee shall inform the applicant of its decision.

A candidate whose promotion is not recommended by the Rank and Tenure Committee may appeal that recommendation to the Committee only if they have additional significant information that had not been submitted with the original application file. Before considering the appeal, the Rank and Tenure Committee shall receive written comments on the additional material from the appropriate faculty in the candidate's curriculum area and the appropriate Dean, which will include a statement as to whether their initial recommendation to grant or withhold promotion has changed. Upon consideration of the appeal, the Rank and Tenure Committee may reverse its initial decision.

The Provost shall present to the President their recommendations along with the Committee's final recommendations for all applicants. The Committee shall be informed of the Provost's recommendations.

Before the applicant is informed of a decision contrary to the final recommendation of the Committee, the President shall state the reasons for the decision in writing to the Committee. Upon request of any faculty member denied promotion, the Administration shall furnish written reasons for the denial to the candidate.

In extraordinary cases the candidate may appeal in writing directly to the President.

b. Qualifications and Conditions for Promotion

The normal criteria for promotion to any rank shall generally follow Qualifications for Appointment to a Rank as described under II.A.1.b. However, promotion to the next higher rank shall require evidence of continuing professional accomplishments which is found to be satisfactory by the Rank and Tenure Committee.

i. Teaching

Fairfield University recognizes conspicuous success in teaching to be of paramount importance. Promotion to any rank shall require evidence of teaching effectiveness.

ii. Recognized Professional Competence

Fairfield University also recognizes that its faculty are members of a scholarly and professional community. Promotion to any rank shall require evidence that the faculty member contributes to the advancement of the community by engaging in scholarly research or creative activities. It is the expectation that the research or creative activities have been evaluated by peers.

Normally, such a contribution shall take the form of scholarly publication. However, any scholarly or creative work that has been subjected to peer review will be considered by the Committee. In reviewing applications for promotion to the rank of Associate Professor, the Rank and Tenure Committee should seek the corroboration of the senior members of the curriculum area involved for exception from the scholarly/creative accomplishment requirement noted in II.A.1.b.(3).

iii. Professional Services

Fairfield University also expects its faculty to serve the University through active participation in campus and faculty activities. Promotion to any rank shall require evidence that the faculty member has both participated in on-campus faculty committees, and either participated in scholarly associations or has pursued professional community activities related to the candidate's field. However, activities outside the University shall not relieve faculty of their obligations to serve the University as members of their curriculum area and school, and as members of the General Faculty.

3. Tenure

Tenure is granted at the discretion of the Board of Trustees and the President. As one of the most important and far reaching commitments that the University makes, tenure is granted not merely when a candidate meets minimum qualifications for rank, but only when there is reasonable confidence that the candidate will continue to develop as an outstanding teacher, a practicing scholar or artist, and a contributing member of the campus community.

Tenure may be granted to those holding the rank of Assistant Professor or higher. After the expiration of a probationary period, faculty members under contract shall have academic tenure and their service shall be terminated only by retirement or under extraordinary circumstances due to the University's financial exigencies, or for the reasons stated in Section 5 below.

a. Procedure

Procedure for application for tenure shall be the same as that for promotion in II.A.2.a. *mutatis mutandis*.

b. Minimum Qualification for Recommendation to Tenure

- (1) That the Rank and Tenure Committee find that the candidate clearly satisfies the criteria for their academic rank; and
- (2) That, because Fairfield University recognizes conspicuous success in teaching to be of paramount importance, the candidate shall have a demonstrated record of teaching effectiveness on the college level; that, because Fairfield University recognizes that its faculty are members of a scholarly community, the candidate shall have a demonstrated record of scholarly or creative accomplishments that have been subject to peer review; that the candidate shall have presented evidence of service to the academic community, a learned society or professional service to other organizations; and
- (3) That the candidate for tenure shall have served a probationary period of not fewer than five years as a full-time faculty member at an accredited institution of higher education, not fewer than two of which years shall have been served at Fairfield University. The normal maximum probationary period shall be seven years. The minimum probationary period of two years served at Fairfield University shall normally be applicable even though the maximum probationary period shall thereby be extended. If a faculty member served in a full-time faculty position prior to appointment to a tenure track position at Fairfield, those previous years of service will ordinarily count toward the maximum probationary period for tenure. However, if the prior service entailed teaching or professional responsibilities different from those of tenure track faculty at Fairfield, and/or if the service was prior to the receipt of the appointee's doctorate or terminal degree, then, by mutual written consent between the faculty member and the University, some or all of the years of prior service may be excluded from the maximum probationary period. Any such agreement must be made at the time of hire and be detailed in the letter of appointment.

c. Other Matters

- (1) Time spent on leave from Fairfield University will not count toward tenure except when such time is spent in teaching or research that has been approved by the appropriate academic officials, i.e., the applicant's academic Dean in consultation with the person responsible for the applicant's curriculum area.
- (2) Upon return from an approved Family and Medical Leave Act (FMLA)/Connecticut Family and Medical Leave Act (CTFMLA) leave or maternity leave, an untenured faculty member may choose that the time of their probationary period toward tenure not include the academic year in which the leave was taken. This declaration will be made in writing to the Provost by the 15th of October subsequent to a spring leave or

the 1st of March subsequent to a fall leave. The faculty member shall send copies of this letter to their department chair and Dean.

- (3) If tenure is not granted, notice must be given at least one year prior to the expiration of the maximum probationary period.

4. Exception to Normal Requirements for Appointment, Promotion, and Tenure

- a. Where a candidate possesses unusual qualifications, the normal requirements for appointment, promotion or tenure may be waived by the President upon the recommendation of the Rank and Tenure Committee.
- b. Where a candidate performs University assignments which prevent them from meeting the normal requirements for rank and tenure, such facts shall be taken into consideration by the Rank and Tenure Committee, upon request by the candidate.

5. Employment, Termination, Resignation or Dismissal

At the time of initial appointment, a copy of all the terms of the appointment, signed by the Provost, shall be presented to each prospective faculty member. The signed acceptance of these terms by the faculty member constitutes appointment. Annually, each continuing full-time faculty member shall receive a formal contract and appendages stating the rank, salary and benefits, duration of the contract and other conditions of appointment. Normally continuing contracts shall be distributed no later than thirty days after the start of the fiscal year. (See Sec. II.B.4. – Consulting and Outside Employment.) The contract of employment signed by the President of the University and the faculty member is a bilateral obligation, and both the faculty member and the University shall adhere to proper procedures in its termination.

- a. Termination by Mutual Consent

Full-time faculty employment at Fairfield University may be terminated at any time by mutual agreement between the professor and the University.

- b. Termination by a Faculty Member

A faculty member who does not plan to continue in the employ of the University shall submit written notification to this effect to the Dean of the appropriate school by December 15th of their terminal academic year, except in the case of a first-year contract which may be terminated by either party by notification given by March 1 of that year.

- c. Non-Renewal of a Full-Time Non-Tenured Faculty Member

If Fairfield University does not intend to continue the employment of a full-time non-tenured faculty member (including tenure track and full-time non-tenure track faculty) for the following academic year, it shall notify such member:

- (1) Not later than March 1 of the first academic year of service.
- (2) Not later than December 15 of the second academic year of service.
- (3) After two or more years of service, at least twelve months prior to the last day of employment at Fairfield University.

d. Termination During Term of Contract

- (1) Subject to the requirements of due process described in Appendix I, the University reserves the right to terminate a contract of a tenured faculty member or a non-tenured faculty member during the term of their contract if such faculty member has been convicted of a serious crime or has violated their contractual responsibilities to the University, or declines to renew a contract. Those contractual responsibilities include, but are not limited to, both fulfillment of the duties emanating from the educational commitment of the University (cf. II.C.1-3), and recognition of the institution's Catholic and Jesuit commitment (cf. II. Introduction).

- (2) Financial Exigency

“Termination of the appointment of a tenured . . . or non-tenured faculty member before the end of the specified term, may occur under extraordinary circumstances because of a demonstrably bona fide financial exigency, i.e., a severe financial crisis that fundamentally compromises the academic integrity of the institution as a whole and that cannot be alleviated by less drastic means.”

In all cases of termination of appointment because of financial exigency, *whether tenured or untenured*, the faculty member concerned will be given notice in accordance with the timetable in Section II.A.5.c. Non-Renewal of a Full-Time Non-Tenured Faculty Member above.

“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.”

“Before terminating an appointment because of financial exigency, the University, with faculty participation,” and prioritizing tenured faculty, will make a good faith “effort to place the faculty member concerned in another suitable position within the institution.”

“If the University, because of financial exigency, terminates appointments, it will not at the same time make new appointments” in the affected area(s). The University may, however, make new appointments in other areas in order to avert further financial crises or to prevent a “serious distortion of the academic program” (cf. AAUP, Recommended Institutional Regulations on Academic Freedom and Tenure, 2023)

6. Professor Emeritus

The title of emeritus professor is granted to an individual upon retirement from the University in recognition of laudable achievement in one of the following areas of professional activities: teaching, scholarly endeavors, service to the University. In order to qualify for this honor, a candidate must be a full-time member of the Faculty. Emeritus is granted at the rank held by the candidate at the time of retirement. Application to the Rank and Tenure Committee will be initiated in the final year of appointment prior to retirement by the person responsible for the curriculum area in which the faculty member served. The recommendation of the Rank and Tenure Committee shall be forwarded to the President.

7. Non-Tenured Positions

An Adjunct Instructor or Adjunct Professor, who may have any of the three grades – Assistant, Associate, or Professor – shall be an expert in a particular field whose main post is outside this or any other university and who shall be appointed to give part-time or discontinuous service. The title in any grade shall not imply tenure.

A Visiting Instructor, or a Visiting Professor (who may have any of the three grades), shall come to give full-time service for one or two semesters. This may be renewed on an annual basis but not ordinarily for more than a total of three years. The title in any grade does not imply tenure.

A Professor of the Practice, who may have any of the four grades – Instructor, Assistant, Associate, or Full – is appointed to make a contribution to the teaching curriculum and university service based on expertise and professional credentials that differ from professors appointed to tenure-track and tenured positions. Initial rank of the Professor of the Practice is assigned at appointment. The title in any grade does not imply tenure, nor will time served in rank be considered a probationary period toward tenure. The Professor of the Practice may be appointed to two three-year terms, pending satisfactory annual review. After two consecutive three-year terms, appointments for Professors of the Practice normally are renewed in five-year terms.

The President of the University shall be granted *ex officio* the rank of Professor in a curriculum area appropriate to their doctoral degree and/or prior teaching experience. The granting of this rank does not of itself imply tenure.

Academic administrators who have held faculty rank at Fairfield University or other institutions may be granted the same rank in an appropriate curriculum area upon the request of the President and approval of the faculty in the curriculum area. Such rank does not imply tenure nor does time spent in rank as an administrator count as part of a probationary period toward tenure. An appointment at a higher rank may be granted upon the request of the President, approval of the faculty in the curriculum area and the Rank and Tenure Committee. Academic administrators granted the rank of Instructor or above are voting members of the General Faculty.

B. FISCAL POLICIES

1. Benefits

Faculty benefits outlined below are described in more detail in the Benefits Plan Overview for Full-Time Faculty. Enrollment and changes in all benefits programs and requests for additional information are handled by the Office of Human Resources. Anyone eligible for and desiring new or changed coverage must contact that office in a timely fashion. Changed coverage can include addition and cancellation of dependents, change of marital status, change of name, etc. Detailed information outlining each benefit plan is available in the Office of Human Resources. In all instances, the Plan documents control and these documents should be consulted with any specific questions concerning benefits.

a. Health Care Plans

The University provides a high quality Health Care Plan (as of July 1, 1996, a self-funded plan with benefits equivalent to the Blue Cross-Blue Shield Century Preferred Plan) which covers hospital and medical/surgical expenses for the faculty member, spouse, and their eligible dependents. Optional enhancements are also available. Further details regarding the Health Care Plan are outlined in the Benefits Plan Overview.

If the University should offer a different plan to other University employees, the University will offer faculty members the option to elect alternative coverage under that plan, subject to the same terms and conditions applicable to other employees. If the University should offer a supplemental plan to other University employees, the University will likewise offer that supplemental plan to faculty members, subject to the same terms and conditions applicable to other employees.

If the Health Care Plan described in the current Benefits Plan Overview is discontinued or not available, the University shall continue to provide a comparable plan of benefits.

The faculty shall be advised at least 90 days prior to any proposed changes in the plan of benefits and any proposed comparable plan of benefits shall be submitted for approval to the General Faculty.

The Health Care Plan, while self-funded, provides all the mandated benefits required by state law applicable to insured plans.

For faculty members, new coverage usually starts on the first day of employment (September 1st or January 1st) at the University if enrollment procedures are completed on a timely basis. Upon termination of employment, coverage can be continued according to prevailing regulations.

b. Retirement Plan

Retirement Plans underwritten by the Teachers Insurance and Annuity Association (TIAA) and the College Retirement Equities Fund (CREF) are available. The faculty member who has completed one year of full-time service or its equivalent is eligible for this Plan and must initiate enrollment in this Plan through the Office of Human Resources. If the faculty member is already a member of an eligible retirement plan, the one-year waiting period may be waived. The eligible and enrolled faculty member is fully and immediately vested in the plan. The University contributes toward the retirement plan when the participating faculty member makes the minimum contributions as detailed in the Benefits Plan Overview.

An optional Supplementary Retirement Annuity Plan underwritten by TIAA/CREF which may provide tax shelter opportunities is also available.

c. Life Insurance

The University provides a term Life Insurance policy to the full-time faculty member. Supplemental coverage beyond the base amount may be purchased, but the faculty member must enroll within 31 days of employment or be required to furnish evidence of insurability for a later effective date. Although this policy terminates when the faculty member leaves the University's employment, the faculty member may purchase, without evidence of

insurability and subject to certain policy provisions, a Personal Policy of Life Insurance at prevailing rates.

d. Family and Medical Leave Policy

Consistent with the Family Medical Leave Act (FMLA) and the Connecticut Family and Medical Leave Act (CFMLA), the University provides leave to eligible faculty for the following:

- Birth of the faculty member's child.
- Placement of a child with the faculty member for adoption or foster care.
- To care for a family member with a serious medical condition.
- Due to the faculty member's own serious health condition.
- To serve as an organ or bone marrow donor.
- When a spouse, child, or parent of the faculty member is called for or is engaged in active duty military service.

"Eligible faculty" for purposes of the FMLA means a faculty member who has been employed at the University for at least twelve (12) months immediately preceding their request for leave, and for purposes of the CFMLA means a faculty member who has been employed at the University for at least three (3) months immediately preceding their request for leave.

The University shall provide up to twelve workweeks of leave to an eligible faculty member for the foregoing circumstances. Faculty members are expected to apply for wage replacement benefits in accordance with the Connecticut Paid Family and Medical Leave Act (CPFML). To the extent that the wage replacement benefits provided by the CPFML are not equal to 100% of the faculty member's regular salary, the University shall provide pay to the faculty member in an amount equal to the difference between the faculty member's regular salary and the benefits provided by CPFML for a maximum of twelve weeks per year. At no time shall a faculty member receive more than 100% of the faculty member's regular salary during leave from any source. Faculty members must provide the University with documentation detailing the benefits they receive from CPFML during leave.

Leave for the birth or placement of a child may not be taken intermittently, but must be taken consecutively. It is possible, but not guaranteed, for other described leave to be taken intermittently under the CFMLA—should the faculty member desire to do so, they must make a request with the Provost and Human Resources as far in advance as possible.

CPFML allows for up to an additional two weeks of leave if a faculty member suffers a serious health condition resulting in incapacitation that occurs during a pregnancy. If CPFML grants additional leave under this clause, the University will pay the faculty member the difference between the benefits provided by CPFML and the faculty member's regular salary, as described above.

If a faculty member seeks to take leave for one of the foregoing reasons at a time during the semester that would interfere significantly with their teaching (normally considered to be a period of absence of three or more weeks or certain intermittent leave schedules) they shall typically be released from teaching for the entirety of the semester to ensure academic continuity for students. If a semester of release from teaching does not completely overlap with the approved leave, the faculty member's teaching time will be reassigned to other responsibilities for the balance of the semester.

e. Workers' Compensation

Work related injuries or illnesses are covered by Workers' Compensation.

2. Leaves of Absence and Sabbaticals

Separate and apart from CFMLA or FMLA leaves, the University may grant leaves of absence ranging from one to four semesters. Sabbatical leaves and faculty grants are awarded with financial support to increase the usefulness to the University of individuals as teachers and as scholars, and to contribute to their long-term effectiveness as members of the academic profession. Leaves of absence without pay are intended to allow individuals to benefit from outside grants for scholarly or teaching purposes, to gain experience within other groups or universities or to improve their academic status.

If within a curriculum area in a given semester there shall be more persons applying for leaves than is reasonable to have absent simultaneously, the faculty of the curriculum area should recommend an order of priority to the Research Committee and Provost.

Leaves are granted to individuals with the expectation that they shall return to Fairfield University at the completion of their leave.

a. Sabbatical Leaves

Sabbatical leaves are reserved for tenured faculty members. Tenured faculty members who have not been awarded a pre-tenure research leave are eligible for their first sabbatical after ten semesters of active service at Fairfield University. Tenured faculty members who have been awarded a pre-tenure research leave are eligible for their first sabbatical after ten semesters of active service at the University following their pre-tenure research leave. Tenured faculty members are eligible for any subsequent sabbatical after serving twelve semesters since their last sabbatical leave.

In order to ensure consistency and fairness in counting the 12-semester time period of eligibility for sabbatical leave, the following procedures will be observed. Faculty members who take a two-semester sabbatical leave at half salary may begin counting the 12-semester time period of eligibility for their next sabbatical in the second semester of their two-semester sabbatical leave. Faculty members who, at the request of the Dean, postpone an approved sabbatical leave in order to accommodate the needs of their curriculum area may begin counting the 12-semester time period of eligibility for their next sabbatical in the first semester after the semester for which they applied and were approved for sabbatical leave, or, in the case of an approved two-semester sabbatical leave at half salary, in the second semester of the sabbatical leave for which they applied and were approved. The time of the postponed sabbatical leave will be counted in the 12-semester time period of eligibility for the faculty member's next sabbatical leave.

Financial support during the sabbatical is either full salary for one semester or half salary for two semesters.

Sabbatical leave may not be accumulated.

During the sabbatical, a faculty member may not accept a full-time teaching assignment elsewhere except under unusual circumstances and with prior approval of the Provost.

Any faculty member meeting the requirements for a sabbatical leave may apply. The applicant shall prepare a proposal following the Faculty Research Committee Guidelines and deadlines found on the website maintained by the General Faculty Secretary. The applicant shall submit the completed proposal application to the head of the curriculum area. The head of the curriculum area will submit the proposal along with their letter of recommendation to the Dean. The Dean will submit their recommendation, the completed proposal, and the head of the curriculum area's recommendation to the Faculty Research Committee. The Faculty Research Committee will review the letters of recommendation and the proposal and decide whether to recommend leave. The Faculty Research Committee shall inform the applicant of its decision, and submit their recommendation to the Provost. The Provost decides whether to grant the sabbatical and informs the applicant. Before the applicant is informed of a decision contrary to the recommendation of the Committee, the Provost shall state the reasons for the decision in writing to the Committee. For any faculty member denied leave, the Provost shall furnish written reasons for the denial to the applicant.

Since a curriculum area shall not normally expect a full replacement for a member on sabbatical leave, applications must be made early enough to allow rearrangement of courses, teaching loads, etc., to compensate for the member's absence. Therefore, applications are made in the fall for either or both semesters of the following academic year. Precise deadlines are posted each year on the General Faculty Secretary's website. Deadlines will be on or about November 1 (to head of curriculum area), November 7 (to Dean) and November 15 (to Faculty Research Committee).

Written reports shall be submitted upon the faculty member's return to the Provost, the Faculty Research Committee and the faculty member's curriculum area head.

b. Pre-Tenure Research Leave Programs

Pre-Tenure Research Leaves are open to untenured, tenure-track faculty during the third or fourth year of their probationary period. The award is for one semester at full pay. The award may not be used for work connected to the completion of doctoral studies. The semester will count toward the normal probationary period for tenure. The leave must be completed before the academic year in which the faculty member applies for tenure. Faculty who are awarded a pre-tenure leave and are tenured will be eligible to apply for a sabbatical ten semesters after the pre-tenure leave.

Any faculty member meeting the requirements for a pre-tenure research leave may apply. The applicant shall prepare a proposal following the Faculty Research Committee Guidelines and deadlines found on the website maintained by the General Faculty Secretary. The applicant shall submit the completed proposal application to the head of the curriculum area. The head of the curriculum area will submit the proposal along with their letter of recommendation to the Dean. The Dean will submit their recommendation, the completed proposal, and the head of the curriculum area's recommendation to the Faculty

Research Committee. The Faculty Research Committee shall review the letters of recommendation and the proposal and decide whether to recommend leave. The Faculty Research Committee shall inform the applicant of its decision, and submit their recommendation to the Provost. The Provost decides whether to grant the leave and informs the applicant. Before the applicant is informed of a decision contrary to the recommendation of the Committee, the Provost shall state the reasons for the decision in writing to the Committee. For any faculty member denied leave, the Provost shall furnish written reasons for the denial to the applicant.

Applications are made in the fall for either semester of the following academic year. Precise deadlines are posted each year on the General Faculty Secretary's website. Deadlines will be on or about November 1 (to head of curriculum area), November 7 (to Dean) and November 15 (to Faculty Research Committee).

c. Faculty Grants

In addition to sabbatical leaves, faculty grants are salaried leaves of absence which may be awarded to those who have held full-time teaching contracts on the University faculty for at least three years. The norms for the award are: (1) the applicant's demonstrated competence in the area of their projected research or study; (2) the value of this research or study to the field of knowledge; (3) its benefit to the professional development of the applicant and their subsequent service to the University community.

Financial support, not to exceed full salary for one semester or one-half salary for two semesters, shall be determined by recommendations of the Faculty Research Committee and final agreement between the applicant and President.

The procedure for applying for the award is the same as that of applying for a sabbatical leave.

d. Leaves of Absence Without Financial Support

The University shall make every effort to encourage and cooperate with the faculty members who are in a position to secure from outside agencies or institutions funds for research, pre-doctoral or post-doctoral studies, or visiting professorships or governmental service.

3. Emergency and Personal Leaves

As described above, emergency or personal leave requests may be covered by FMLA and/or CFMLA and in those instances faculty should consult the Office of Human Resources. In cases where a faculty member requests leave for emergency or personal reasons and they are not eligible for FMLA/CFMLA, arrangements for such leave may be worked out by the faculty member and the Provost, in consultation with the appropriate Dean and with the person responsible for their curriculum area, without jeopardy to the faculty member's academic status. No such leave is guaranteed, and such personal leaves are subject to consideration on a priority basis with those leaves treated in Section II.B.2.

4. Consulting and Outside Employment

The primary commitment of the faculty is to the University. Full-time members of the faculty may not engage in other employment or private professional activity during the academic year except on a limited basis and only with the prior written approval of the appropriate Dean or

Provost. Records of all such activities must be kept on file by the appropriate Dean or the Provost and updated annually. Consulting work and other such activities of proper professional character may provide valuable experience and contribute to the enrichment of teaching and scholarship. In order that no interference may occur in the proper discharge of full-time faculty duties, conflicts of interest should be avoided. In consultation with each school's Dean, the total amount of time devoted to such activities must be limited for each individual, normally not to exceed an average of eight hours per week during the academic year. Faculty members serving clients in a consulting capacity are retained as individuals and the University is not involved in, and takes no responsibility for, such service.

5. Travel Allowances

The University encourages faculty members to represent it at meetings of professional societies. Since funds available to help faculty members defray the expenses of attending such meetings are not unlimited, faculty members are urged to seek funds from learned societies or other granting agencies. The limited University funds shall be made available with preference to faculty who hold office in a major learned society, who deliver a presentation listed on the program of a meeting of a learned professional society, or whom a curriculum area chooses to be the official University representative at a meeting in its discipline (this is to be understood as one person per curriculum area per year). Funding may also be available for faculty who hold a committee assignment that requires attendance at a meeting, or who attend a meeting, but not in the roles stated above.

All requests for travel expenses and assignments of funds are made by the persons responsible for curriculum areas to their Deans early in the year for prorating within the limitations of the budget.

6. Tuition Benefits

The University offers to immediate family members of full-time faculty members one-half tuition at Fairfield College Preparatory School and full tuition at Fairfield University. The University offers to immediate family members of deceased faculty members one-half tuition at Fairfield College Preparatory School and full tuition at Fairfield University provided the faculty member was employed full time by the University for a period of seven years before their death. These and other tuition benefits are described in detail in the Benefits Plan Overview.

C. FACULTY RESPONSIBILITIES

1. Teaching

Teaching is the primary responsibility of faculty. Effective teaching is critical to our mission and a fundamental promise that we make to our students. Teaching includes curriculum design and review, classroom instruction, and assessment of learning outcomes. Faculty shall adhere to items related to teaching as detailed in the *Journal of Record*. In particular:

- Faculty will provide students with a syllabus for each course. Consistent with the rights and responsibilities of academic freedom, the choice of course materials is at the discretion of the instructor. Faculty are expected to exercise professional judgment in ensuring the relevance, accuracy and scholarly integrity of the selected materials.
- Unless otherwise required by the program, classroom instruction will normally be delivered in-person and faculty are responsible for beginning and ending classes on time

and being reasonably available for consultation with students outside regularly scheduled class time. When, for any valid reason, instructors are unable to meet their classes, they should notify their Department Chair or Dean's Office and, if possible, make other arrangements for conducting the class.

- Faculty will develop, administer and grade work that assesses student learning, giving students feedback in a timely manner, and submitting final grades on time.
- Faculty will keep abreast of current developments in their field.

Additionally full-time faculty are responsible for:

- Advising (formal and/or informal) of students.
- Work that contributes to the improvement of curricula and teaching at the university.

2. Scholarly, Creative, and/or Professional Activity

It is the responsibility of all full-time faculty to participate in their academic or professional communities, through innovation, application, and/or dissemination of scholarly work. Such participation may include, but is not limited to:

- Involvement in scholarly research or other creative activity subject to peer review.
- Engagement in professional practice.
- Maintaining clinical licensure or certification relevant to one's professional program.
- Active participation in professional societies and educational organizations.

3. Service

Service to the institution, at the level of departments, schools, or the University, is a vital aspect of our professional responsibility. Such service includes, but is not necessarily limited to:

- Preparing for, attending, and participating in the meetings of the governance bodies of which you are a member (General Faculty, School, Department, etc.).
- Attending commencement, convocations and other functions at which the Provost may request attendance.
- Serving on university and/or curriculum area committees as appropriate to job category.
- Abiding by and upholding University regulations.

4. Teaching Load

Given the centrality of teaching to our mission, teaching loads at Fairfield University are designed to provide professors the time necessary to engage in high quality instruction. Academic deans are ultimately responsible for faculty course assignments in their schools according to the following policies:

The standard teaching load for tenured and tenure-track faculty is three courses per semester. The standard teaching load for full-time non-tenure track faculty is four courses per semester.

The maximum teaching load in either category is four courses per semester presuming no unusual additional expectations in terms of research, administration, counseling, or other institutional responsibilities. Standard teaching loads may be reduced to accommodate heavy research or service obligations.

Individual teaching assignments are generally made by the curriculum area chair in consultation with the instructor. Assignments should take into consideration the number of course preparations, new courses, contact hours, and total number of students.

D. FACULTY SERVICES

University support for full-time faculty includes but is not limited to the following:

1. Technology – Each faculty member will be provided with access to the University network, email services, hardware and software appropriate to their teaching and research needs, and tech support.
2. Offices - Office space is provided for every faculty member. This shall be assigned by the appropriate Dean.
3. Parking - The University provides parking stickers and places reserved exclusively for the faculty in appropriate areas.
4. Printing - Printing and duplicating services are available on campus.
5. Mail - Each faculty member is provided with a mailbox and regular delivery of intra-campus and U.S. mail.
6. Athletic Facilities - Members of the faculty have access to a RecPlex Membership for a reduced annual fee.
7. Tickets - Members of the faculty are provided with a ticket to all University sponsored events.
8. Dining Facilities - A faculty dining room is provided in the Campus Center.
9. Academic Gowns - The University shall provide academic gowns for all members of the faculty on official occasions.
10. Library - Interlibrary loan privileges are provided for the faculty. Study carrels will be available in the library.

For more details about these and other services see the details in the Benefits Plan Overview.

E. THE EMPLOYEE HANDBOOK

The University also has an *Employee Handbook* that outlines benefits for, and expectations of, all employees, including Faculty. If there is a conflict between the *Employee Handbook* and this *Faculty Handbook*, the *Faculty Handbook* controls. If there is no conflict, the *Employee Handbook* controls.

APPENDIX I: FACULTY DUE PROCESS PROCEDURES

Due process is grounded in standards of procedural fairness in the face of conflicts, claims of wrongdoing, and issues of accountability. Fairfield University's due process procedures provide faculty members with opportunities to have their appeals or grievances heard and addressed in the circumstances outlined in this and related governance documents.

I. Grievance Taxonomy.

This section identifies the steps to be followed by faculty members seeking redress for harm occurring from the following specific situations:

A. Grievances involving sexual discrimination, sexual harassment, or sexual misconduct.

Grievances involving sexual discrimination, sexual harassment, or sexual misconduct should be brought to the attention of the Senior Director of Equity. The Senior Director of Equity will determine the applicability of the University's Sex-Based Harassment, Discrimination and Retaliation Policy (available on the [University website](#)), any procedural recourses, and potential resolutions. This process is separate from any legal recourse available at the state or federal level.

The Equal Employment Opportunity Commission ("EEOC") and equivalent state agencies will accept and investigate charges of unlawful discrimination or harassment at no charge to the complaining party. The nearest office of the EEOC and equivalent state agencies can be found in your local telephone directory or online at www.eeoc.gov. Any University employees based in Connecticut who believe they have been harassed or discriminated against may file a complaint with the Connecticut Commission on Human Rights and Opportunities (CHRO).

The grievances listed in Items B-J below might have a component involving sexual discrimination, sexual harassment, or sexual misconduct. Timelines for filing claims under Items C-J are unaffected, but timelines for processing Items C-J will be stayed while claims under Items A and B are being reviewed and potentially resolved. The claims under Items A and B take precedence and will be resolved prior to claims under Items C-J.

If the Senior Director of Equity determines that the sexual discrimination, sexual harassment, or sexual misconduct claim has merit, the remedy effected through the Office of the Senior Director of Equity will stand and the grievance will be considered closed. If the Senior Director of Equity determines that the sexual discrimination, sexual harassment, or sexual misconduct claims do not have merit, the affected faculty member may pursue the grievance under the appropriate item below. In that process, no claims related to sexual discrimination, sexual harassment, or sexual misconduct will be considered.

Supportive measures, sanctions, and remedies resulting from a determination in Items A or B are not grievable.

B. Grievances involving discrimination, harassment, or misconduct based on a protected class.

Grievances involving discrimination, harassment, or misconduct based on a protected class (other than sexual discrimination, sexual harassment or sexual misconduct covered by item A) should be brought to the attention of the Senior Director of Equity. The Senior Director of Equity will determine the applicability of the University's Non-Discrimination and Discriminatory Harassment Policy (available on the [University website](#)), any procedural recourses, and potential resolutions. This process is separate from any legal recourse available at the state or federal level.

The Equal Employment Opportunity Commission ("EEOC") and equivalent state agencies will accept and investigate charges of unlawful discrimination or harassment at no charge to the complaining party.

The nearest office of the EEOC and equivalent state agencies can be found in your local telephone directory or online at www.eeoc.gov. Any University employees based in Connecticut who believe they have been harassed or discriminated against may file a complaint with the Connecticut Commission on Human Rights and Opportunities (CHRO).

The grievances listed in Items C-J below might have a component involving discrimination, harassment, or misconduct based on a protected class. Timelines for filing claims under Items C-J are unaffected, but timelines for processing Items C-J will be stayed while claims under Items A and B are being reviewed and potentially resolved. The claims under Items A and B take precedence and will be resolved prior to claims under Items C-J.

If the Senior Director of Equity determines that the claim of discrimination, harassment, or misconduct based on a protected class has merit, the remedy effected through the Office of the Senior Director of Equity will stand and the grievance will be considered closed. If the Senior Director of Equity determines that the claims of discrimination, harassment, or misconduct based on a protected class do not have merit, the affected faculty member may pursue the grievance under the appropriate item below. In that process, no claims related to discrimination, harassment, or misconduct based on a protected class will be considered.

Supportive measures, sanctions, and remedies resulting from a determination in Items A or B are not grievable.

C. Grievances concerning a violation of the Principles of Free Expression.

For grievances concerning a violation of the Principles of Free Expression formulated by the Provost's Task Force on Free Expression, refer to the entry regarding the Committee on Free Expression Resolution in the *Journal of Record*.

D. Appeals concerning Merit.

For appeals concerning Merit, refer to the University Merit Appeals Process in the *Journal of Record*, Appendix 13.

E. Appeals concerning the denial of tenure or promotion applications.

For appeals concerning the denial of tenure or promotion applications, refer to the processes in the *Faculty Handbook* in Sections II.A.2.a. and II.A.3.a.

F. Grievances concerning the non-renewal of a contract within the term of appointment for a full-time untenured faculty member.

A full-time untenured faculty member may be notified by the Administration that their contract has not been renewed. When this occurs at the end of an appointment, unless the notification timeline in the *Faculty Handbook* has not been followed, the faculty member may only grieve the decision, if warranted, pursuant to items A or B above. When this occurs during a multi-year appointment, with the non-renewal curtailing the duration of the appointment, the faculty member may grieve this decision. As grounds for the grievance, the faculty member must provide evidence of one or more of the following:

1. Procedural flaws in the review process;
2. A major institutional barrier to the faculty member being able to perform their duties; OR
3. The quality of the faculty member's work was inaccurately characterized.

The faculty member must submit a grievance to the Chair of the Academic Personnel Committee to initiate the informal discussions. The statement of the grievance must be no more than 750 words and must be submitted in writing within 30 calendar days of the notification of non-renewal.

The process will follow the steps for Due Process Discussions and Hearings in Section II below. For the informal discussions, the Facilitator will be the Provost. For the formal hearing, the Facilitator will be the Vice President of Human Resources and the named Administrator is the faculty member's Dean. The Academic Personnel Committee's decision will additionally be sent to the Provost.

The Academic Personnel Committee's decision is a recommendation. The Provost will render a final decision on contract renewal within 5 business days of receipt of the recommendation. If the Provost rejects the Academic Personnel Committee's recommendation, the Provost must accompany the final decision with a written explanation of the rejection to the Academic Personnel Committee and the faculty member.

G. Grievances concerning changes to or loss of employment for a tenured faculty member or full-time untenured faculty member due to the University's demonstrably bona fide financial exigency.

When the University has a demonstrably bona fide financial exigency, as described in Section II.A.5.d.2 of the *Faculty Handbook*, a faculty member's employment may be adversely affected in ways that include (but are not limited to): termination of contract within the term of appointment or within tenured appointment; revocation of tenure; major change of job duties; or significant geographic relocation.

As grounds for the grievance, the faculty member must provide evidence of any of the following:

1. Not being given notification according to the timetable in *Faculty Handbook* Section II.A.5.c.
2. For a tenured faculty member, being dismissed when an untenured faculty member was retained.
3. Being offered an unsuitable position within the University.
4. The University making one or more new appointments, while in financial exigency, that appear not to be allowed by the exceptions in Section II.A.5.d.2.

The faculty member must submit a written grievance to the Chair of the Academic Personnel Committee to initiate the informal discussions. The statement of the grievance must be no more than 750 words and must be submitted in writing within 30 calendar days of each change to or loss of employment event.

The process will follow the steps for Due Process Discussions and Hearings in Section II below. For the informal discussions, the Facilitator will be the Provost. For the formal hearings, the Facilitator will be the Vice President of Human Resources and the named Administrator will be the Provost. The decision of the Academic Personnel Committee will be additionally sent to the President.

The Academic Personnel Committee's decision is a recommendation. The President will render a decision on the faculty member's contract status in a timely manner. If the President accepts the recommendation of the Academic Personnel Committee, it becomes final. Otherwise, the President shall return the recommendation to the Academic Personnel Committee with specific objections. The Academic Personnel Committee shall then reconsider its decision, taking account of the stated objections and receiving new evidence if necessary. The Academic Personnel Committee shall make its reconsidered recommendation in writing to the President and all previous recipients. If the Academic Personnel Committee still does not agree with the President's decision, the Academic Personnel Committee will additionally share its reconsidered recommendation in writing with the Chair of the

Board of Trustees. The President shall make a final decision after reviewing the Academic Personnel Committee's reconsidered recommendation.

H. Grievances concerning University sanctions.

In rare instances of alleged severe workplace misconduct by a full-time faculty member, the University may impose sanctions. University sanctions are a major loss of job or income related to a full-time faculty member's primary appointment. University sanctions may include: suspension with or without pay; revocation of tenure; dismissal of a tenure-track faculty member during their appointment period; or dismissal of a non-tenure track faculty member outside of the timeline specified in the *Faculty Handbook* Section II.A.5.c. Supportive measures, sanctions, and remedies resulting from a determination in Items A or B are different from University sanctions and are not grievable under this item.

University sanctions should occur rarely. University sanctions shall be proposed only after the President and the Provost have discussed the situation and determined that no other options of resolution are appropriate. At that time, the President can impose University sanctions only for severe workplace misconduct, such as serious academic misconduct, professional misconduct, or breach of contract.

The President or Provost shall notify the faculty member of the initiation of University sanctions along with a clear statement of the reasons for the proposed University sanctions.

The faculty member must submit a written grievance to the Chair of the Academic Personnel Committee to initiate the informal discussions. The statement of the grievance must be no more than 750 words and must be submitted in writing within 30 calendar days of each notification of University sanctions.

The process will follow the steps for Due Process Discussions and Hearings in Section II below. For informal discussions, the Facilitator will be the Provost. For the formal hearings, the Facilitator will be the Vice President of Human Resources and the named Administrator will be the Provost. The decision of the Academic Personnel Committee will be additionally sent to the President.

Suspension of the faculty member during the Due Process Discussions and Hearings is justified only if the faculty member's conduct engages in behavior that violates the University's policy on workplace violence (see the Employee Handbook, Section 7: Workplace Safety and Security). Unless prohibited by law, any such suspension should be with pay.

The Academic Personnel Committee's decision is a recommendation. The President will render a decision on the faculty member's contract status in a timely manner. If the President accepts the recommendation of the Academic Personnel Committee, it becomes final. Otherwise, the President shall return the recommendation to the Academic Personnel Committee with specific objections. The Academic Personnel Committee shall then reconsider its decision, taking account of the stated objections and receiving new evidence if necessary. The Academic Personnel Committee shall make its reconsidered recommendation in writing to the President and all previous recipients. If the Academic Personnel Committee still does not agree with the President's decision, the Academic Personnel Committee will additionally share its reconsidered recommendation in writing with the Chair of the Board of Trustees. The President shall make a final decision after reviewing the Academic Personnel Committee's reconsidered recommendation.

I. Grievances concerning a faculty member or administrator not following established governance procedures.

For grievances concerning a faculty member or administrator not following established governance procedures, policies, or principles of shared governance (as articulated in the Faculty Handbook or other governance documents), the petitioning faculty member should submit to the Chair of the Governance Committee a written 500-word summary of the relevant procedures and the actions taken by the faculty member or administrator. The summary should refer to specific procedures, policies, or principles of shared governance that were allegedly violated. The petitioning faculty member should identify specific harm that they have suffered as a consequence of the actions. If the petitioning faculty member has any additional descriptions, documents, or materials relevant to the grievance, they should be submitted with the written summary.

For a grievance concerning the Provost, the Provost shall recuse themselves from these proceedings and will be replaced for these proceedings on the Governance Committee by the Senior Vice President of Finance and Administration. For a grievance involving a member of the Governance Committee, the member shall recuse themselves from these proceedings by notifying the Committee on Committees. The Committee on Committees will choose an alternate faculty member to replace the recused faculty member for these proceedings.

Procedural grievances concerning the implementation of faculty due process procedures for a grievance must be filed with the Governance Committee prior to the issuance of a decision or recommendation for that grievance. Procedural grievances are not available for the implementation of Items A and B.

The Chair of the Governance Committee (or designee) will share the summary with the full Governance Committee, which will review the summary within 5 business days (unless there are extenuating circumstances) and determine whether the grievance appears to be procedural in nature. If the Committee deems that the grievance is not procedural in nature, the grievance shall be considered interpersonal and the Governance Committee will inform the petitioning faculty member in writing to follow the steps in item J below. If the Committee deems that the grievance is procedural in nature, but that the nature of the grievance has already been addressed in a prior review, the Committee will notify the petitioning faculty member, the named faculty member or administrator, and Academic Council in writing that the Committee has declined to review this grievance and that the grievance is closed. If the Committee deems that the grievance is procedural in nature, but no specific, identifiable harm to the petitioning faculty member can be found, the Committee will notify the petitioning faculty member, the named faculty member or administrator, and Academic Council in writing that the Committee has declined to review this grievance and that the grievance is closed. If the Committee deems that the grievance is procedural in nature, has not been addressed by a prior review, and involves identifiable harm to the petitioning faculty member, the Committee will notify the petitioning faculty member in writing of its intent to review the submitted grievance materials and the governance documents thoroughly. For grievances deemed to be procedural, the grievance materials are governance matters not subject to confidentiality.

Normally, within 30 business days of the Governance Committee's determination that the grievance is procedural in nature, the Governance Committee will make a recommendation regarding the resolution of the grievance and communicate that recommendation to the petitioning faculty member, to Academic Council, to the named party's supervisor, and to other relevant parties. Upon due consideration by Academic Council, the grievance is closed.

J. Grievances concerning interpersonal disputes between members of the General Faculty and a University employee.

Interpersonal grievances are disputes between one or more members of the General Faculty and one or more University employees that do not fall into the categories above. Specifically, the following disputes are not considered interpersonal: sexual or protected class discrimination, sexual or protected class harassment, or sexual or protected class misconduct (see items A and B above); violations of free expression (see item C above); merit appeals (see item D above); denial of tenure or promotion (see item E above); non-renewal of a contract within the term of appointment for a full-time untenured faculty member (see item F above); changes to or loss of employment due to financial exigency (see item G above); University sanctions (see item H above); and procedural disputes (see item I above).

For interpersonal grievances, the faculty member(s) should bring their concerns to Human Resources for assistance. Human Resources will review and investigate the concerns within a reasonable amount of time. Interpersonal grievances involving the President, Provost, or Senior Vice President of Finance and Administration will be reviewed and investigated by the Vice President of Human Resources. The written recommendation from Human Resources will conclude the procedure for this item.

II. Due Process Discussions and Hearings.

A. Informal Discussions.

The informal discussions will involve a designated Facilitator (President, Provost, or Vice President of Human Resources). The informal discussion process commences upon submission of the written grievance. Upon receipt of the written grievance, the Chair of the Academic Personnel Committee will transmit that grievance to the designated Facilitator, who shall within 2 business days invite the faculty member and the subject of the grievance to engage in good faith, informal discussions with the goal of resolving the concern. Normally, the informal discussions shall commence within 14 business days of receipt of the written grievance by the Facilitator from the Chair of the Academic Personnel Committee.

1. The Facilitator will meet separately with the faculty member and the subject of the grievance. At each meeting, participants are limited to: the Facilitator, the invitee (i.e., the faculty member involved or the subject of the grievance), and the following two optional attendees: the Facilitator may be accompanied by an administrative support person from within the University; the invitee may designate a process companion from within the University to accompany them. Notification must be providing in writing within 24 hours of the meeting of the names of these additional attendees.
2. Legal counsel shall not participate in the meetings.
3. No official record shall be kept of the informal discussions. Both parties may take written notes, but no audio or visual recordings are permitted.
4. The informal discussions are a sensitive, internal process.
 - a. Once the informal discussion process commences and throughout the informal discussions, only individuals specifically designated as part of the process and those with a true need to know shall be consulted about the informal discussions, and only to the extent necessary to provide information or guidance to the parties involved or the Facilitator.
 - b. Should the grievance proceed to a formal hearing, the terms and nature of the informal discussions should be deemed confidential, and nothing from those informal discussions shall be evaluated, discussed, or attempted to be submitted as evidence as part of the formal hearing.

- c. Finally, upon the conclusion of informal discussions, the terms and nature of that process, including the proposed resolution, shall be treated as confidential, except to the extent disclosure is required to effect the terms of any accepted resolution.
5. If the informal discussions result in a resolution of the matter that is satisfactory to all parties, the Facilitator shall officially notify the faculty member with a clear statement in writing of the terms of the resolution.
6. The faculty member has 21 business days to review the terms of the written statement before coming to a decision. The faculty member is encouraged to consult with an attorney or other counsel during this period. The informal discussion process concludes at the end of these 21 business days.
 - a. If the faculty member accepts the terms, the resolution will be binding. The informal discussions have concluded. The grievance is closed and cannot be revisited.
 - b. If the faculty member does not accept the terms, they may submit a written request for a formal hearing to the Academic Personnel Committee, no later than the expiry of the 21 business days.
 - c. If the faculty member neither accepts the terms nor submits a request for a formal hearing, the grievance is closed and cannot be revisited.

B. Review and Granting of a Hearing.

If the faculty member has requested a formal hearing, the Academic Personnel Committee will review, within 5 business days (unless there are extenuating circumstances), the faculty member's written request for a formal hearing and determine whether the faculty member appears to have grounds for the grievance under the item(s) stated in the written request. If a majority of the Academic Personnel Committee deems there to be sufficient grounds, the matter will proceed to a formal hearing, as described below. If the majority of the Academic Personnel Committee deems the grounds for grievance to be insufficient, then within one business day of the decision, the Chair of the Academic Personnel Committee will notify the faculty member and the subject of the grievance in writing that the hearing has not been granted. In this case, the grievance is closed and cannot be revisited within these grievance procedures. A decision that is unfavorable to a faculty member does not preclude their pursuing any legal remedies that may be available to them. During their review, the Academic Personnel Committee may access University-provided legal counsel for consultation, as needed.

C. Formal Hearing.

If the informal discussions do not result in a binding resolution and the faculty member's written request for a formal hearing has been granted by the Academic Personnel Committee, the hearing shall proceed as set forth below. The formal hearing process consists of the preparation of materials, a one-day hearing, deliberations, and the rendering of a decision. At any point during the formal hearing prior to the commencement of deliberations, the proceedings may return to an informal discussion upon the agreement of all parties. Additional time may be provided upon request, at the discretion of the Academic Personnel Committee.

1. This hearing is not a formal legal proceeding. As such, rules of evidence do not apply.
2. The formal hearing will be conducted by the Academic Personnel Committee.
3. The Academic Personnel Committee may access University-provided counsel for consultation at any point in the formal hearing process.

4. A designated Facilitator (President, Provost, or Vice President of Human Resources) must attend the formal hearing and will be responsible for ensuring the integrity of the formal hearing process.
5. Normally, the formal hearing will occur in person. At the discretion of the Academic Personnel Committee, the formal hearing may be held virtually to allow for remote participation.
6. The Academic Personnel Committee should conduct the formal hearing with the intent of rendering a timely resolution.
7. All parties, including witnesses and University members who are called to provide documentation, will act in good faith during the formal hearing process.
8. Within one business day of the Academic Personnel Committee's decision to grant the hearing, the Chair of the Academic Personnel Committee will notify the faculty member and the subject of the grievance in writing that a formal hearing has been granted.
9. The faculty member and the named Administrator will have 14 business days to prepare for the hearing.
10. On the next business day after the 14 days of preparation, the faculty member and the named Administrator will each submit to the Chair of the Academic Personnel Committee a list of witnesses and a general list of documents to be presented at the hearing, along with a one-sentence rationale for each witness and document. They may also submit a list of proposed questions for the Academic Personnel Committee to consider asking during the formal hearing. The Chair of the Academic Personnel Committee will share all lists and rationales with both parties, the Academic Personnel Committee, and the Facilitator.
11. If they so choose, the faculty member and the named Administrator will have 5 business days to revise their lists of witnesses, documents, rationales, and proposed questions, then resubmit to the Chair of the Academic Personnel Committee, who will again share all revised lists and rationales with both parties, the Academic Personnel Committee, and the Facilitator. After this step, the lists are final.
12. The Chair of the Academic Personnel Committee shall arrange a date for a formal hearing to be held within 14 business days of receiving the final list of witnesses, documents, and proposed questions.
13. The formal hearing will consist of three sessions. Normally, the full formal hearing will occur within one business day.
14. The faculty member and the named Administrator may each be accompanied during the formal hearing by one attorney or other advisor. The attorney (or advisor) may advise the faculty member or named Administrator during the hearing, but may not participate in any other way in the hearing.
15. The proceedings of the formal hearing shall be confidential.
16. All attendees are permitted to take personal notes for their own use, but these notes shall not be shared and are not part of the formal record of the meeting.
17. The formal hearing shall be audio recorded for transcription. No other recordings are permitted. A full transcript of the recording shall be made available by the Facilitator to the members of the Academic Personnel Committee for use during their deliberations. The cost of recording and transcription shall be met by the University. The Facilitator shall retain the audio recording.

18. The only participants permitted at the formal hearings will be the faculty member, the named Administrator, their respective attorneys (or advisors), the Academic Personnel Committee, the Facilitator, a recording secretary, and any witnesses that will be called. No other attendees or observers are permitted.
19. The Academic Personnel Committee determines the order of witnesses.
20. The first session of the hearing will be attended by the Academic Personnel Committee, the Facilitator, the faculty member and the faculty member's attorney or advisor.
21. In the first session, the faculty member will orally present their narrative of the grievance and submit supporting documents to the Academic Personnel Committee. The Academic Personnel Committee will have the opportunity to question the faculty member, including having the option to ask any of the questions for the faculty member proposed by the named Administrator.
22. The second session of the hearing will be attended by the Academic Personnel Committee, the Facilitator, the named Administrator, and the Administrator's attorney or advisor.
23. In the second session, the named Administrator will orally present their narrative of the grievance and submit supporting documents to the Academic Personnel Committee. The Academic Personnel Committee will have the opportunity to question the named Administrator, including having the option to ask any of the questions for the named Administrator proposed by the faculty member.
24. The third session of the hearing will be attended by the Academic Personnel Committee, the Facilitator, and the witnesses in the order that they are called.
25. In the third session, the Academic Personnel Committee will have the opportunity to question the witnesses, including having the option to ask any of the questions for the witnesses proposed by either the faculty member or the named Administrator.
26. After receipt of the transcript of the hearing, but no sooner than 48 hours after the conclusion of the formal hearing sessions, the Academic Personnel Committee shall commence deliberations. The Committee has 10 business days to deliberate with all members present and to render a decision by a majority vote. No recording of these deliberations shall be made. The Academic Personnel Committee shall reach its decision by the preponderance of the evidence presented at the hearing.
27. On the next business day, the Chair of the Academic Personnel Committee shall submit the terms of the decision, including rationale, in writing to the faculty member, the named Administrator, the Facilitator, the other members of the Academic Personnel Committee, and any other parties specified in the applicable grievance item.
28. A decision that is unfavorable to a faculty member does not preclude their pursuing any legal remedies that may be available to them.