

Faculty Handbook

University of Dallas



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FOREWORD

The first Faculty Handbook of the University of Dallas was written in 1957. It has been revised and updated by the Board of Trustees periodically since then. The most recent comprehensive revision occurred in 2013. The revisions of 2014, which were prepared by a committee of the Faculty Senate, were subsequently submitted to the President, examined by the University Council, and reviewed by the Faculty Senate. The Board of Trustees adopted the changes on May 30, 2014. The current revision of April 23, 2018 contains minor revisions approved by the Faculty Senate and President.

The procedure for revising the Handbook is as follows:

- Any substantive amendment or revision of the Handbook requires approval by the Board of Trustees. Revisions or amendments that the Faculty Senate agrees are minor may be made with the sole approval of the University President.
- The Faculty Senate, with the subsequent approval of the University Council, may recommend to the Board substantive revisions or amendments of the Faculty Handbook.
- The University President may also recommend to the Board any substantive revision or amendment of the Handbook which the President deems appropriate. Such recommendations shall be made after consultation with the University Council and review by the Faculty Senate.

Changes to the Faculty Handbook shall be recorded and promulgated in accordance with the procedures specified in the section on the Committee on the Faculty Handbook, sections 5.42–43 below.

The appendices herein contained are for information only and do not constitute part of the Faculty Handbook.

Chapter One

THE MISSION OF THE UNIVERSITY

The Mission of the University

1.1 The University of Dallas is dedicated to the pursuit of wisdom, of truth, and of virtue as the proper and primary ends of education. The University seeks to educate its students so they may develop the intellectual and moral virtues, prepare themselves for life and work in a problematic and changing world, and become leaders able to act responsibly for their own good and for the good of their family, community, country, and church.

1.2 The University understands human nature to be spiritual and physical, rational and free. It is guided by principles of learning that acknowledge transcendent standards of truth and excellence that are themselves the object of search in an education.

1.3 The University is especially dedicated to the pursuit of liberal education in both its undergraduate and graduate programs. In its liberal arts programs the University is committed to the recovery and renewal of the Western heritage of liberal education. The University is equally committed to providing professional programs at the graduate level. Its professional programs, in a common spirit with the University's liberal arts programs, are dedicated to reflecting critically upon the ends governing one's own profession, to fostering principled, moral judgment, and to providing the knowledge and skills requisite for professional excellence. Whether professional or liberal, the University is "convinced of the priority of the ethical over the technical, of the primacy of persons over things, of the superiority of the spirit over matter" (John Paul II, "Ex Corde Ecclesiae, Apostolic Constitution of Catholic Universities," n. 18). The University seeks to offer those graduate and undergraduate programs that will address important needs of society, and that can be offered in a manner consistent with the University's primary institutional commitments.

1.4 The University as a whole is shaped by the long tradition of Catholic learning and acknowledges its commitment to the Catholic Church and its teaching. The University is dedicated to the recovery of the Christian intellectual tradition, and to the renewal of Catholic theology in fidelity to the Church and in constructive dialogue with the modern world. It seeks to maintain the dialogue of faith and reason in its curriculum and programs without violating the proper autonomy of each of the arts and sciences. The University is open to faculty and students of all denominations, and it supports their academic and religious freedom. It thus seeks to provide an academic and collegial community which will help students acquire a mature understanding of their faith, develop their spiritual lives, and prepare themselves for their calling as men and women of faith in the world.

The Specific Mission of the Constantin College of Liberal Arts

1.5 The Constantin College of Liberal Arts seeks to educate students of seriousness, intelligence and spirit in accordance with the fundamental mission of the University of Dallas—so they may develop the intellectual and moral virtues which will prepare them for life and work in a changing and problematic world, achieve a mature understanding of their faith and become men and women who act responsibly for their own good and the good of their family, community, country and church.

1.6 The specific mission of the Constantin College is to provide undergraduate education through baccalaureate degree programs which include a substantial and coherent core curriculum common to all undergraduates and major studies in the humanities and sciences proper to liberal learning. The core curriculum emphasizes the study of the great deeds and works of Western civilization, both ancient and modern. The majors are built upon the core and invite students to disciplined inquiry into fundamental aspects of being and of our relation to God, to nature and to fellow human beings. The curriculum as a whole seeks to enable students to achieve the knowledge of nature and the understanding of the human condition necessary for them to comprehend the fundamental character of the world in which they are called to live and work.

1.7 The College also offers programs through which students may take a responsible part in the rich and varied life of the campus and the surrounding community. The undergraduate programs as a whole provide a basis for students to achieve a meaningful and fulfilling life's work whether through immediate career entry or through further education in graduate and professional schools.

The Specific Mission of the Satish & Yasmin Gupta College of Business

1.8 The Satish & Yasmin Gupta College of Business (COB) is a professional school whose primary purpose is to prepare its students to become competent and responsible managers who are principled and moral leaders. To accomplish this purpose, we select and retain a diverse and talented faculty and staff. We encourage our faculty to engage in real world practices that support their teaching and research agendas. Our faculty emphasize teaching and learning and engage in basic, applied and pedagogical research.

1.9 The mission of the college's undergraduate business program is to build a foundation for students' life-long development of the intellectual, moral and professional capacity necessary to lead profit and not-for-profit organizations effectively. Accordingly, the college's program shall foster an environment where students can learn the fundamentals of business in the context of becoming ethical and effective decision-makers. Appropriate to a liberal education, the college's programs strive to be innovative in their course offerings to provide opportunity for intensive study. Its undergraduate program stands united with the Constantin undergraduate college in the shared mission to prepare students for a meaningful and fulfilling life's work, whether through immediate career entry or through further education in graduate and professional schools.

1.10 The graduate business programs strive to endow graduates with the skills and practical wisdom essential to the successful practice of management. Serving a domestic and international community of MBA and MS students at different stages of their careers, the college endeavors to help its students accomplish their professional objectives by providing high-quality, practice-oriented, convenient management education. The Gupta College of Business graduate programs seek to prepare students in a variety of management specialties and to serve a range of industries, primarily providing management education at the master's degree level. The college understands that its historic ability to find innovative and effective ways of meeting these student needs is a unique competency that is essential to the school's future success.

The Specific Mission of the Braniff Graduate School of Liberal Arts

1.11 The Braniff Graduate School of Liberal Arts seeks to accomplish at the highest level the University's commitment to the revival of the Western heritage of liberal education, the recovery of the Christian intellectual tradition, and the renewal of Catholic theology in fidelity to the Church and in constructive dialogue with the modern world. Its specific purpose is to offer selected master's and doctoral programs in the liberal arts which recall these disciplines to their first principles and which will prepare students for careers in a variety of fields. These programs seek to enable students to acquire the knowledge and skills necessary for work in particular fields, and to understand the principles of learning and the virtues of mind and heart which are constitutive of excellence in their life's work.

The Specific Mission of the Neuhoff School of Ministry

1.12 The mission of the Neuhoff School of Ministry is to provide theological education for transformative service. Neuhoff School of Ministry students, immersed in the Catholic theological tradition, develop critical skills for theological reflection and receive high quality education and formation that is necessary for personal growth, professional ministry and transformative service to the Catholic Church, the broader Christian community and the wider world. The Neuhoff School of Ministry offers practice-oriented programs of theological studies and pastoral ministry including degrees, certificates, conferences, ongoing seminars, lectures and continuing education.

1.13 The mission of the undergraduate program is to give students the benefits of a liberal education while at the same time preparing them for pastoral ministry in the Church, in accordance with the standards set by the U.S. Conference of Catholic Bishops Commission on Certification and Accreditation (USCCB/CCA), as well as the National Certification Standards for Pastoral Ministers.

1.14 The mission of the undergraduate program is to give students the benefits of a liberal education while at the same time preparing them for pastoral ministry in the Church, in accord with the standards set by the U.S. Conference of Catholic Bishops Commission on Certification and Accreditation (USCCB/CCA) and the National Certification Standards for Pastoral Ministers. The mission of the graduate program is to offer practice-oriented theological education specific to a wide variety of ministries within and outside the Church, in accord with the USCCB/CCA standards for lay ecclesial ministers. The mission of the continuing education programs is to give adults that theological education and formation that is necessary for an academically credible faith life in the context of the modern world.

Chapter Two FACULTY

Definitions

2.1 Regular faculty are those teaching faculty who are appointed to a tenure-track position, including those eligible to be tenured and those already tenured. Only those faculty explicitly appointed as regular faculty members are eligible to achieve tenure. They hold the ranks of Professor, Associate Professor, Assistant Professor, or Instructor. Once an individual has been appointed as a regular faculty member, he or she may not receive an appointment as an affiliate faculty member, except upon the relinquishing of a tenured appointment at the University, as in the case of retirement.

2.2 Affiliate faculty are those teaching faculty appointed to full-time positions which do not carry eligibility for tenure. They hold the ranks of Distinguished Affiliate Professor, Affiliate Professor, Affiliate Associate Professor, Affiliate Assistant Professor, Affiliate Instructor, Research Associate, or Teaching Associate.

2.3 Adjunct faculty are those teaching faculty who hold part-time temporary positions. They hold the rank of Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, or Adjunct Instructor.

2.4 Library faculty are those members of the library staff appointed to a library faculty position. They must hold a Master's of Library Science or Information Science degree from a school accredited by the American Library Association or, in exceptional cases, have a graduate degree and expertise appropriate to library functions. They hold the ranks of Librarian, Associate Librarian, or Assistant Librarian.

2.5 Distinguished Professor Emeritus, Professor Emeritus, and Associate Professor Emeritus. Upon retirement (see section 2.41), a formerly tenured faculty member at the University of Dallas may be appointed to the rank of Distinguished Professor Emeritus, Professor Emeritus, or Associate Professor Emeritus. Although such a faculty member no longer has any claim on tenure, appointment to one of these ranks indicates that the University welcomes a professor's continued association with the University following retirement. The awarding of one of these titles does not imply that a contract will regularly be offered. The President may assign teaching, research, consultative duties, or other responsibilities to professors or associate professors emeriti on a full-time or part-time basis, given their concurrence.

2.5.a Qualifications. Emeritus status is available only to faculty who have officially retired from the University with the rank of Professor or Associate Professor. Normally, it will be granted only to those with ten or more years of service to the University.

2.5.b Selection Process. The Faculty Development Committee receives and evaluates all requests and nominations for the emeritus rank. A retired faculty member who desires the emeritus rank should submit a written request for the emeritus designation and an updated curriculum vitae. At least one letter of nomination from a current full-time faculty member of Professor or Associate

Professor rank recommending the candidate for the emeritus rank should also accompany a faculty member's request to be considered for emeritus rank. Alternately, the chair of the retired faculty member's department or another senior faculty member in the department may submit a written request for emeritus rank and the curriculum vitae for the retired faculty member. Candidates will be evaluated by the Committee on the basis of their previous contributions to the educational mission and programs of the University and of their expected continued interest in scholarly activities and service to the University.

The designation as "distinguished" will be given only to faculty whose accomplishments are particularly outstanding and extraordinary. Three letters of nomination from full-time faculty members of Professor or Associate rank should accompany the written request for distinguished status, as well as an updated curriculum vitae.

The President shall award the appropriate emeritus rank upon the recommendations of the Faculty Development Committee.

2.5.c Privileges. The awarding of the emeritus rank will be accompanied by the following privileges. The first five privileges are available to all faculty who retire from the University:

- faculty identification card;
- library privileges;
- e-mail address and access to the campus computer network;
- faculty privileges in attending the University's social, cultural, and athletic events;
- faculty campus parking privileges;
- use of University of Dallas letterhead;
- listing in the University Bulletin;
- access to research facilities and office space, if available.

2.6 The Braniff liberal arts graduate faculty is appointed by the President from among the regular, affiliate, and adjunct faculty who are qualified to teach in the Braniff liberal arts graduate programs. The President appoints upon the recommendation of the Dean of the Braniff Graduate School of Liberal Arts and the Provost.

Appointment and Advancement

2.7 Appointments: For Personnel matters shared by faculty and staff, faculty should refer to the Employee Handbook for information on Benefits, Hazing, Non-Academic Leave, Unlawful Discrimination and Harassment, as well as Conflict of Interest, except in special circumstances as indicated in this chapter. The Director of HR will ensure timely communication to the Faculty of any major changes in the Employee Handbook relating to the faculty.

2.7.a All appointments to the regular, library, and affiliate faculty are made by the President after consultation with the Provost and either the Dean of Constantin College and the appointee's departmental chair, or the Dean of the Gupta College of Business, or the Dean of the Neuhoff School of Ministry, or the Dean of the Library, as appropriate. Appointments of adjunct faculty

are made by the President or the President's designee. Appointment of a priest or religious requires that the University receive written indication from the religious superior of the prospective faculty member that he or she may accept the appointment. This last provision is not an application of Canon 812.

2.7.b In order to assist the Faculty Senate to fulfill its responsibilities under sections 4.1 and 4.2, the President or the President's designee will provide the Senate with an annual report showing the numbers of regular, affiliate, and adjunct faculty members currently appointed to positions in the University as a whole and in each of its constituent units (schools, programs, and departments). The report will indicate the number of years served by each affiliate and adjunct faculty member holding appointment. The report will also indicate any faculty who have moved from affiliate to regular status or vice versa.

2.8 Contracts

2.8.a Contracts shall state whether the faculty member is on the tenure-track (regular) or non-tenure-track teaching faculty, or is on the library faculty, and shall specify the time period of the contract.

2.8.b Contracts for full-time faculty members are made annually and are issued by the President. Contracts for part-time faculty are made each semester and are issued by the President or the President's designee. Contracts for special teaching assignments—for example, in summer or interterm sessions—may be negotiated separately.

2.8.c Unless otherwise indicated in writing by the President or the President's designee, both nine- and twelve-month contracts begin with the opening of fall semester, with the exact date specified in the contract.

2.8.d For regular faculty, except for those under tenure review, annual contracts shall be issued by April 15, or at least one month before termination of the faculty member's current contract, whichever comes first, except as specified by 2.16 and 2.16.a. on notification. This provision also applies to affiliate faculty who have a continuing commitment from the University by contract. Contracts for faculty under tenure review will be issued by May 15. The signed contract must be returned to the President within one month of the date issued in order to be valid, unless the period is extended in writing by the President or the President's designee.

2.8.e Addenda to the contract are valid only when written and attached to the body of the contract.

2.8.f A member of a religious order or congregation will sign a contract and/or have it signed by that person's religious superior according to the determinations made by the religious order to which the member belongs.

2.9 Compensation

2.9.a Salaries of the teaching faculty at the University of Dallas are based on nine months of service, unless otherwise stated in their contract. Salaries for the library faculty are for twelve months of service, unless otherwise stated in their contract.

2.9.b Continuing full-time faculty on nine-months contracts will receive normal benefits through the summer following their current contract. The University will continue the normal health benefits for the three months following a regular faculty member's terminal contract. The faculty member may continue other benefits during that period at that faculty member's expense.

2.9.c The University seeks to establish and maintain compensation levels for the several ranks for both teaching and library faculty which are in accordance with the generally accepted salary levels that are current for similar positions in similar universities.

2.10 Annual Review

2.10.a Each full-time faculty member is required to write an annual report listing his or her accomplishments during the past year. For the teaching faculty the three areas of the report are teaching, intellectual achievement and growth, and service. The criteria are described in section 2.12. In the case of library faculty, the three areas are performance of duties, service, and intellectual growth, as described in section 2.18. The report is limited to three pages with no more than one page per area. The department head or, in the Gupta College of Business and the Neuhoff School of Ministry, the appropriate dean will provide to all teaching faculty by January 15 copies (or summaries, in the case of the Gupta College of Business) of the available teaching evaluations from the previous year. The annual report is to be submitted to the department head or dean and is due on February 15.

2.10.b In Constantin College, by March 1, the department head submits three items to the appropriate dean: (1) a report assessing the accomplishments of the faculty in the department, (2) an evaluation of teaching effectiveness of each faculty member, and (3) the individual faculty annual reports.

2.10.c The department head or dean will meet, if requested, with individual faculty to discuss the parts of the departmental report concerning that faculty member.

2.10.d The Provost will make salary recommendations to the President on the basis of an evaluation of the faculty in three areas specified in sections 2.12 (teaching faculty) or 2.20 (library faculty).

2.10.e The President will approve the final decisions on salaries, and contracts will be mailed to the faculty as specified in section 2.8.d above.

2.10.f Concurrent with the mailing of contracts the Provost will announce to faculty the median percent increase in salaries.

2.11 Appeal Process for Salaries

2.11.a If a faculty member is dissatisfied with his or her contract offer he or she should request a meeting with the Provost to discuss the reasons for the salary decision. This request must be written and must be received by the Provost before the due date of the signed contract. This meeting should normally take place within three weeks of the Provost receiving the written request. After this meeting the Provost may or may not recommend to the President an adjustment to the contract offer. If the President accepts a recommendation on adjustment, the new contract will be mailed within two weeks of the meeting of the faculty member with the Provost.

2.11.b In the event that the faculty member is still dissatisfied after meeting with the Provost, he or she may request from the Provost a written explanation of the salary decision. This request should be in writing and be received by the Provost by June 30. The Provost, in turn, will send a letter of explanation to the faculty member before July 31 and, when appropriate, will indicate deficiencies and specific suggestions for improvement in the faculty member's performance.

Regular Faculty: Appointment, Retention, Promotion, and Tenure

Sections 2.12–2.17 apply specifically to regular faculty. Unless otherwise specified, these sections do not apply to other faculty.

2.12. Criteria for Appointment, Retention, Promotion, and Tenure. The University seeks to appoint and advance teaching faculty of good character who are committed to the purposes of the University (1.1–1.14), whose conduct as faculty members is supportive of these purposes and consistent with the ethics of the teaching profession, and who will be contributing and valued colleagues. Within these general criteria, the specific criteria to be used in the evaluation of individual faculty members for appointment, retention, promotion, and tenure are, in order of decreasing importance: excellence in teaching, intellectual achievement and growth, and service to the University, profession, or community. The University strongly suggests the faculty give the highest priority to teaching and scholarship during their probationary period.

2.12.a Teaching. The University is primarily a teaching institution. Therefore, teaching is the principal activity of faculty. It occurs in the classroom, studio or laboratory, but also extends beyond these settings to include such activities as advising; directing theses, dissertations, or project reports; and other contributions that enhance the student's intellectual life. Excellence in teaching is the *sine qua non*, though not the sufficient condition, for faculty advancement. The University seeks to appoint and advance teachers who

- demonstrate a continuing commitment to subject, to student, and to improvement in teaching;
- have a thorough and demonstrable knowledge of their field and of recent developments within it;
- connect their subject to related areas of knowledge;
- devise appropriate learning objectives and the means by which students can achieve them;
- organize and present their subject matter clearly, coherently, and imaginatively;

- are actively concerned with the intellectual and ethical development of students;
- seek to increase the students' capacity to think for themselves.

2.12.b Intellectual Achievement and Growth. While teaching excellence is the primary criterion of faculty performance, it is not sufficient. The second criterion for professional advancement is intellectual achievement. Faculty members are expected to have an ongoing intellectual life within their fields of study, both to nurture their development as excellent teachers and to contribute to their fields of study. Thus retention and advancement presume that a faculty member has completed the appropriate terminal degree and is engaged in intellectual activity beyond the work required for the degree. This intellectual activity should manifest itself in forms that can be shared with peers in the faculty member's field both inside and outside the University of Dallas.

Depending on one's field, such activity may include but is not limited to:

- scholarly publications;
- creative exhibitions or performances;
- papers presented at professional meetings;
- publication of textbooks;
- articles in popular journals and book reviews;
- professional editorial work;
- creation of computer software and/or technology that has received acceptance by members of the profession outside the University;
- obtaining funded grants.

In order to satisfy the minimum requirements for tenure, the faculty member must have multiple achievements as listed above.

2.12.c Service. The third criterion for professional advancement is service to the University, profession, or community. The nature of the service of each faculty member will vary with circumstances and with the faculty member's special capabilities and interests. Identification with and concern for the University as a whole are important dimensions of faculty responsibility.

Service to the University may take a variety of forms, including but not limited to

- presentations to the campus community;
- preaching and pastoral work;
- organizing lectures and symposia;
- advising students and writing letters of recommendation for them;
- serving on committees and on the Faculty Senate;
- working with the staff in the areas of publications, alumni relations, recruitment, admissions, student services;
- promoting student extracurricular activities;
- performing administrative duties for academic departments and programs;

- obtaining funded grants.

Service to the profession may take a variety of forms, including but not limited to:

- organizing meetings and chairing panels;
- serving on committees to evaluate the work of peers or students;
- directing research or advising students outside the University;
- service as an officer or committee chair of a professional organization.

Service to the community that reflects well on the University is also a legitimate criterion for advancement. Volunteer services at schools, churches, civic organizations, and clubs that flow from the work and knowledge of academics are particularly appropriate. They include but are not limited to:

- teaching;
- lecturing;
- preaching;
- performing;
- advising;
- writing and editing;
- translating and interpreting;
- *pro bono* consultant reports reflecting the area of expertise of the faculty member.

2.13 Ranks. In light of section 2.12, the policies of the University governing the ranks of regular tenure-track teaching faculty are specified in this section.

2.13.a Instructor. The requirements for the rank of instructor ordinarily include a master's degree, work completed toward the highest appropriate degree in the subject matter to be taught, and an indication of promise as a teacher and scholar. Completion of the doctorate or highest degree in the teaching field will be required of the instructor for promotion.

2.13.b Assistant Professor. The requirements for this rank include the highest degree in the teaching field to be taught and evidence of ability in teaching and scholarship.

2.13.c Associate Professor. Appointment to this rank is given to those who possess the highest degree and who have demonstrated significant growth as teachers and scholars in their disciplines through publications or other creative activities.

2.13.d Professor. Appointment to this rank is given to those who possess the highest appropriate degree and who have rendered distinctive and outstanding service as teachers, scholars, and colleagues. Such appointment is not a recognition of seniority, but requires that a faculty member has demonstrated consistently superior performance in teaching, has achieved

substantial scholarly recognition beyond the campus, and has a record of service within the University.

2.13.e Recognition of Degrees. The University expects its teaching faculty to possess the terminal degree in their teaching area. When the terminal degree is the doctorate, the University will recognize degrees from American universities only if they are accredited by those agencies that are members of the Council of Post-Secondary Education. Foreign degrees will be recognized only after determination that the degree is equivalent to a doctorate granted by such an accredited American institution.

2.14. Retention

2.14.a During the probationary period, the Committee on Rank and Tenure will conduct a review of the faculty member's performance at least every two years. The Committee may recommend an additional, extraordinary third-year or fifth-year review.

2.14.b The retention reviews serve the function of providing guidance to the faculty member under review. Therefore, the Committee should, whenever necessary, make specific recommendations for further professional development in the areas of teaching, intellectual activity, and service. The chair of the Committee on Rank and Tenure will prepare a summary of the Committee's deliberations and of its recommendations. The Committee members will have an opportunity to review this summary, which will become part of the reviewed faculty member's file and will be included in the binder for future retention, tenure, or promotion reviews. The chair of the Committee on Rank and Tenure will notify the President of the Committee's recommendation for retention or termination, and will notify the faculty member under review in timely fashion and in writing of the President's decision. If a two-year retention review results in termination, the faculty member must be informed of that decision no later than December 15. If a four-year retention review results in termination, the faculty member must be informed no later than March 15.

2.14.c. The faculty member will supply:

- a current CV;
- a statement of teaching aims and intellectual activity;
- evidence of scholarly activity (publications and evidence of ongoing research) or artistic achievements;
- reviews, citations, and other testimonials;
- a teaching portfolio containing course syllabi, tests, assignments, lecture material, web pages, and other relevant documentation.

The Faculty member's departmental chair or appropriate dean in the Gupta College of Business or the Neuhoff School of Ministry will be the presenter, except in the case that the departmental chair is a member of the Rank and Tenure Committee. In that case, and in other exceptional cases, the Dean will appoint another member of the College or school to be the presenter. The presenter will provide:

- teaching evaluations for each semester and each course taught by the faculty member under review;
- colleagues' reviews of the faculty member's scholarly or artistic works;
- a summary of interviews or surveys conducted by the presenter (and by the Constantin College Dean if faculty is a member of Constantin) with students selected by the presenter to represent a broad range of ability. The interviews can be conducted either in person or by phone or electronically;
- a summary of interviews or surveys with faculty members in the department or in the Gupta College of Business or in the Neuhoff School of Ministry, as appropriate;
- a written and an oral report concerning teaching, scholarship, and service of the faculty member.

The written documentation will be assembled in a binder by the Provost's Office and will be accessible for inspection by the members of the Committee at least two weeks in advance of the hearing.

2.15 Tenure and Promotion. Tenuring and promoting faculty are the most important decisions the University must make with respect to its faculty, since they represent a long-term commitment on the part of the University which significantly affects the quality of academic programs and the use of University resources. The granting of tenure and promotion in rank are not solely a reward for services performed during the probationary period. They represent a determination by the University that the tenure commitment and promotion in rank are justified by the performance, achievements, and promise of the faculty member. The award of tenure and the promotion in rank are thus an expression of confidence that a faculty member will continue to be a needed and valued colleague, a good teacher, and an active scholar or artist, who will contribute significantly to the realization of the mission of the University. Promotion to the rank of Associate Professor is considered concurrently with the decision to grant tenure (See 2.13c). Promotion to the rank of Full Professor is considered upon request by the Rank and Tenure Committee (See 2.13d). Requests for promotion to Full Professor may be submitted by the faculty member to the Provost, after consultation with the appropriate Chair and Dean. Requests must be submitted no later than May 31 in order to be considered for the following year's Rank and Tenure process.

2.15.a Tenure is permanence of appointment enjoyed by members of the faculty, subject to the qualifications hereinafter stated. Tenure requires that contracts will be offered annually unless there are causes or conditions which would warrant the dismissal or the separation of a tenured faculty member. The causes and procedures for dismissal are stated in sections 2.45–2.50 of this Handbook. The conditions and procedure for separation are stated in sections 2.41–2.43 of the Handbook.

2.15.b Tenure, as well as promotion in rank, may be achieved only by the positive action of the President. The tenure contract, indicates that tenure has been offered. Tenure is accepted when the faculty member signs the contract and returns it to the President. If tenure is denied by the President, he offers the faculty member a one-year contract, which specifically states that it is non-renewable in accordance with the provisions of paragraphs 2.16–2.16.a.

2.15.c The President will make the tenure decision during the faculty member's sixth probationary year of full-time regular appointment at the University. Promotion of assistant professors to the rank of Associate Professor is considered concurrently with the decision to grant tenure. Service on the University of Dallas Rome campus counts toward tenure, except in the case of a mutual written agreement, made in advance of the Rome appointment, between the candidate and the Provost, in consultation with the appropriate Dean. Exceptions to the six-year probationary process require the written approval by the Provost and are limited to the following three situations:

- (1) If the faculty member has taught full-time in the same field at an accredited university prior to appointment at the University of Dallas, or as an affiliate faculty member at the University of Dallas, the Provost may—if the faculty member requests it and if the appropriate Constantin College department, the Gupta College of Business, or the Neuhoff School of Ministry agrees—credit the faculty member with up to three years toward eligibility for a tenure review. In no case may the credit exceed the number of years actually taught. The Provost's decision on granting prior credit must be taken at the time of the initial tenure-track contract. A faculty member who has received such credit for previous teaching may decide by the end of the first two academic years at the University to extend the probationary period by a year or more, up to the maximum probationary period of six years. If so, he or she must notify the Provost of this decision in writing by April 30 of the faculty member's second year of the tenure-track appointment at the University. The faculty member's extension of the probationary period will be subject to the provisions of 2.14 regarding regular reviews and decisions on retention.
- (2) The University recognizes that, under certain circumstances, a senior colleague who possesses tenure and has achieved it, under standards similar to those of the University, at another institution may not require a probationary period. Therefore, with the affirmative recommendation of a majority of his or her tenured prospective colleagues in the appropriate Constantin College department, in the Gupta College of Business, or in the Neuhoff School of Ministry, and with the written approval of the Provost, and after timely review and recommendation by the Rank and Tenure Committee, he or she may be appointed to a tenured position in his or her initial contract.
- (3) Tenure-track faculty may make a request to the Provost and the Dean of the college or school to add one more year to the probationary period for tenure for significant family reasons (pregnancy, birth or sickness of a child, care of elderly parents, etc.) or for significant personal medical reasons. This extension can only be granted once for one year. The request must be made in writing normally before May 1 of the year before the tenure review (typically the sixth year).

2.15.d The faculty member to be considered for tenure shall be notified about the upcoming review by the Provost's Office at the beginning of the academic year. The faculty member will receive a date for submission of his or her dossier.

2.15.e The faculty member will supply:

- a current CV;
- a statement of teaching aims and scholarly activity;
- evidence of scholarly activity (publications and evidence of ongoing research) or artistic achievements;
- reviews, citations, and other testimonials;
- a teaching portfolio containing course syllabi, tests, assignments, lecture material, web pages, and other relevant documentation;
- a list of the names of three possible outside reviewers with a short explanation of their qualifications.

The faculty member's departmental chair or appropriate dean in the Gupta College of Business or the Neuhoff School of Ministry will be the presenter, except in the case that the departmental chair or dean is a member of the Rank and Tenure Committee. In that case, and in other exceptional cases, the dean, in consultation with the chair, will appoint another member of the college or school to be the presenter. The presenter will provide:

- teaching evaluations for each semester and each course taught by the faculty member under review;
- colleagues' reviews of the faculty member's intellectual or artistic works;
- a summary of interviews or surveys conducted by the presenter (and by the Constantin College dean if faculty is a member of Constantin) with students selected by the presenter to represent a broad range of abilities. The interviews can be conducted either in person or by phone or electronically;
- a summary of interviews or surveys with faculty members in the department, in the Gupta College of Business, or in the Neuhoff School of Ministry;
- a written and an oral report concerning teaching, scholarship, and service of the faculty member;
- a list of the names of three possible outside reviewers with a short explanation of their qualifications.

The Provost's Office shall solicit evaluations of publications by two or more outside reviewers selected from among the names submitted by the candidate for tenure and the presenter. At least half of the requests for outside evaluations will come from the list of names supplied by the faculty member.

The written documentation will be assembled in a binder by the Provost's Office and will be accessible for inspection by the members of the Committee at least two weeks in advance of the hearing.

2.15.f The members of the Committee on Rank and Tenure will make a recommendation regarding tenure and promotion after deliberating the case based on the materials and presentation. The chair of the Committee on Rank and Tenure will prepare a summary of the deliberations, which the members of the Committee will be able to review. The chair will then inform the President of the Committee's recommendation.

2.15.g The Chair of the Rank and Tenure Committee will notify the faculty member under review of the President's decision in writing. The letter shall be based on the summary of the Committee meeting.

2.15.h Prior to making a decision contrary to the recommendation of the Rank and Tenure Committee, the President shall first meet with the Committee to discuss his concerns and the reasons for the Committee's recommendation.

2.16 Termination is the non-renewal of the contract of an untenured faculty member. During the first year of employment at the University, termination of the faculty member's appointment is made by the President after consultation with the Provost and with the appropriate dean, and, in the case of Constantin faculty, the departmental chair. After the first year of employment, termination is made by the President after the President has reviewed the report of the Committee on Rank and Tenure. Termination is distinct from dismissal as defined in sections 2.45–2.50 and from separation as defined in sections 2.41–2.43.

2.16.a In the event of termination, the faculty member shall be notified:

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

2.17 Each year the President shall report the retention, tenure, and promotion decisions to the University Affairs Committee of the Board, and inform this Committee of the reasons for the decision in those cases in which the President's decision is contrary to the recommendation of the University's Rank and Tenure Committee.

Library Faculty: Appointment, Retention and Promotion

Sections of 2.18–2.23 apply specifically to library faculty. Unless otherwise specified in subsequent sections, these sections do not apply to other faculty.

2.18 Criteria for Appointment, Retention, and Promotion of the Library Faculty. The University seeks to appoint and advance library faculty of good character who are committed to the purposes of the University (1.1–1.4), whose conduct as library faculty is supportive of these purposes and consistent with the ethics of the library profession, and who will be contributing and valued colleagues on the faculty. Within these general criteria, the specific criteria to be used in the evaluation of individual library faculty members for appointment, retention, and promotion

are, in order of importance: performance of duties; service to the University, community, and profession; intellectual achievement and growth.

2.18.a Performance of Duties. This is the most important, though not sufficient, condition for retention and promotion of library faculty. The University seeks to appoint and advance librarians who in the performance of their duties demonstrate initiative, accuracy, organizational skill, responsibility, and most importantly, effective professional service to students, faculty, and staff. Contributions to the library through service on internal library committees, task forces, and instructional programs are also considered.

2.18.b University, Community, and Professional Service. The second criterion for professional advancement is service to the University, the community, and the profession. Identification with and concern for the University as a whole are important dimensions of library faculty responsibility. The nature of the service of each library faculty member will vary with circumstances and with that faculty member's special capabilities and interests. Service may take a variety of forms, including but not limited to service on standing and *ad hoc* committees, assumption of administrative or organizational duties, and participation in various programs related to the University, to the community, and to the library profession.

2.18.c Intellectual Achievement and Growth. The third criterion for professional advancement of library faculty is intellectual achievement and growth. (This criterion is comparable in weight to the third criterion, service, in reviews for regular faculty— see 2.12.c above.) Evidence of intellectual achievement may include, but is not limited to, additional degrees obtained or in progress, the acquisition of additional languages or skills, professional papers and published books, articles, book reviews, bibliographies, and indexes. Evidence of intellectual achievement may be supplemented but not replaced by such activities as participation in professional meetings and attendance at special institutes.

2.19 Ranks. The policies of the University governing the ranks of library faculty are as follows and are to be understood in light of the general criteria stated in section 2.18. Advancement in rank presumes that the librarian has already fulfilled the requirements for the lower ranks.

2.19.a Assistant Librarian. In order to qualify for the rank of Assistant Librarian, a member of the library faculty must hold the Master's of Library Science or Master's of Information Science degree from a school accredited by the American Library Association, or, in exceptional cases, have a graduate degree and expertise which is appropriate to library functions. The Assistant Librarian must also show promise of achieving the kind of excellence described in the criteria for library faculty (section 2.18).

2.19.b Associate Librarian. Appointment to this rank is given to a member of the library faculty who meets the degree requirements for Assistant Librarian and who has at least six years of professional experience in a college or university or equivalent library. Appointment to this rank will normally require evidence of formal training beyond the master's degree, significant professional contributions to the library, and attainment of a high level of professional competence.

2.19.c Librarian. Appointment to this rank is given to a member of the library faculty who has rendered distinctive and outstanding service in the library/information science field in the university library, and as a colleague. Appointment to this rank is not a recognition of seniority but of distinction in performance of library duties, in University, community, and professional service, and in intellectual achievement.

2.20 Retention. During the first six years of employment at the University, library faculty will be reviewed at least every two years by the Library Committee on Rank and Retention. After their sixth year of employment, library faculty will be reviewed at least every four years by the Library Committee on Rank and Retention. Following each review, the Committee will recommend to the President whether to proffer a contract for the ensuing year or to terminate the librarian's appointment in accordance with section 2.23 below. Library faculty members are not eligible for tenure.

2.21 Promotion. The University desires to advance in rank members of the library faculty who have given evidence of excellence in their profession as described in the above criteria. Ordinarily, recommendation for promotion will originate with the Dean of the Library. This recommendation is submitted in writing to the Provost, who in turn shall submit it to the Library Committee on Rank and Retention. That Committee will review the work of the library faculty member in accordance with sections 2.18 and 2.19, and send its findings and recommendation to the President. The President shall decide whether to grant promotion.

2.22 Review Process. The Library Committee on Rank and Retention shall invite each candidate to submit a curriculum vitae, a statement of self-evaluation, and other supporting documents. The Committee shall meet with the Dean of the Library, who shall present a comprehensive analysis of the candidate's performance. The Committee shall question members of the faculty and students who have been served by the library faculty member being reviewed and shall also consider evaluations by the candidate's library colleagues. The Dean of the Library and members of the Committee shall maintain confidentiality with respect to the information about the candidate and with respect to the deliberations of the Committee. In its considerations, the Committee shall be careful to respect the candidate's academic freedom rights as hereinafter defined (see section 2.26 below). The Committee shall forward its findings and recommendations to the President.

2.23 Termination of Appointment is the non-renewal of a contract of a library faculty member, and is not to be confused with separation or dismissal, which are described in sections 2.41–2.43 and 2.45–2.50. Termination of a library faculty member's appointment is made by the President after consultation with the Library Committee on Rank and Retention, the Provost, and the Dean of the Library.

2.23.a Notice of Termination shall be provided:

- not later than three months before the expiration of an annual contract during the first three years of employment;

- not later than six months before the expiration of an annual contract during the second three years of employment;
- at least twelve months before the expiration of an annual contract after the first six years of employment.

Affiliate and Adjunct Faculty

2.24 Using the criteria described in sections 2.12–2.12.c above, the University will review affiliate and adjunct faculty as it deems appropriate but at least every other year of an affiliate faculty member’s appointment to the University. For these faculty members, such reviews will ordinarily be conducted by the appropriate academic dean or the dean’s designee, in consultation with the appropriate department chair or director.

Appeals

2.25.a Since the first six years of employment in a tenure-track position normally constitute a probationary period, no non-tenured faculty member has a right to continued employment by the University beyond the ending date of the annual contract period. Similarly, promotion for regular or library faculty is not a right which comes with employment or years of service, but must be earned on the basis of demonstrated achievement relative to the criteria and standards for promotion specified in the appropriate sections above.

2.25.b Only regular and library faculty are eligible to use the appeal procedure. The Provost shall notify each faculty member under review of the University’s retention or promotion decision, and shall notify regular faculty of the University’s tenure decision. Within 60 days of the written notice, a faculty member may request the Provost to provide a written statement of the reasons for the decision not to offer reappointment or promotion, or of the decision not to grant tenure to a regular faculty member. The Provost shall promptly provide the written statement. Within 30 days of its receipt, the faculty member may submit a written request to the President asking for reconsideration of the decision and specifying the reasons and grounds for the reconsideration.

2.25.c The President shall review the matter in light of the request, and normally within 30 days of receipt of the request, shall inform the faculty member in writing of the President’s decision and the reasons for it. The President’s decision shall be final, and there shall be no further appeal unless the faculty member had alleged that there was a substantial violation of procedure or of academic freedom. In such a case, the faculty member may request a review of the President’s decision by the Executive Committee of the Board of Trustees.

2.25.d The request for Executive Committee review must be submitted in writing to the Chairman of the Board, with copy to the President, within 30 days of the President’s reconsideration decision. In a review involving an alleged violation of academic freedom, the full Grievance Panel (see section 2.37) shall act as a review panel. The President shall request that panel to review the written record. The Grievance Panel shall maintain the confidentiality of the records and review, and shall submit to the Chairman of the Board a confidential written opinion

with respect to the issue of academic freedom. The decision of the Executive Committee shall be final, and there shall be no further appeal.

Faculty Rights and Duties

Unless otherwise specified in a particular section, provisions on faculty rights and duties apply to all faculty.

Academic Freedom

2.26 Academic Freedom. When a faculty member signs an employment agreement with the University, it is presumed that the faculty member knows and respects the purposes for which the institution exists. These purposes are expressed in chapter 1 of this Handbook. Within the framework of these purposes, any member of the community of scholars enjoys academic freedom to profess and teach objectively any intellectual position within their academic expertise.

2.27 Instructional Principles. The principles which influence instruction at the University must stem from the purposes of the University which are stated in chapter 1 of this Handbook. Departmental goals, course objectives, and even the aims of an individual lecture hour, instructional module, or laboratory session ought to reflect the University's objectives. The specific faculty rights and duties related to instruction are elaborated in chapter 3 of this Handbook.

2.28 Plagiarism

2.28.a Plagiarism, a deliberate attempt to claim as one's own any ideas or writings that belong to another, is a serious offense against the academic community. Plagiarism is not mitigated by a paraphrase or even by an extensive rewriting of another's work. Whenever an idea is borrowed, a professor must give credit and, in a formal paper, cite the source. Published or other collaborative efforts with students must clearly assign appropriate authorship credit to the student.

2.28.b Instances of alleged plagiarism shall be brought to the attention of the President, who may initiate disciplinary action procedures as described in sections 2.45–2.50.

2.28.c A faculty member who has been found guilty of plagiarism in a thesis or dissertation which that faculty member submitted in fulfillment of requirements for an academic degree that has been awarded to the faculty member shall be dismissed, while retaining the right of appeal to the Board of Trustees as stated in section 2.50.

2.29 Doctorates. In keeping with section 2.13.e, faculty with doctoral degrees not recognized by the University may not refer to themselves as holding the doctorate in any matter related to their employment by the University. To do so will be considered by the University as a serious violation of academic ethics.

2.30 Special Absences. A faculty member who cannot meet class owing to sickness or other circumstances should promptly notify the appropriate chair or dean. In order to cancel or reschedule a class for any other reason, a faculty member must have the proper authorization as

specified by the appropriate dean. The authorization should take into account both the purposes of the absence and the alternative arrangements for meeting the faculty member's instructional responsibilities.

2.31 Public Relations. Every individual connected in whatever capacity with the University is identified with it and affects the University's reputation. Faculty members may not represent or speak for the University without the prior consent of the President. The University looks to the faculty to interpret its nature and mission to the public through excellent professional service and ethics. Fidelity to the purposes of the University is expected of the faculty whenever representing the University to the public. In such cases, when interviewed by the news media, faculty members are free to answer questions posed to them, except as such answers are limited by the rules of confidentiality as described in other sections of this chapter.

2.32 Internal Relations. Every member of the University's faculty has the obligation of contributing to the internal well-being of the institution. Criticism which is informed, fair, and competent is part of this responsibility. Remarks and attitudes expressed to students or colleagues which demean other members of the University community are to be avoided.

2.33 Alumni Relations. The faculty provides an important link between the University and its alumni. Faculty are urged to keep those links strong through personal contacts or other effective means. The alumni are always to be counted as part of the University family.

2.34 Outside Activities

2.34.a No faculty member shall be employed in an occupation which impedes the fulfillment of the faculty member's responsibilities to the University. Normally, outside employment during the faculty member's contract with the University shall not exceed the equivalent of one day a week in the case of a full-time faculty member. Every full-time faculty member is expected to inform the appropriate academic dean annually of any employment pursued outside of the University during the period of the faculty member's contract.

2.34.b All members of the faculty are permitted to accept appropriate fees for professional activities outside the University. These and other, non-remunerative activities may not, however, interfere with the individual's primary obligations to the University, nor may they exceed the equivalent of one full day a week in the case of a full-time faculty member. Exceptions require approval by the President or the President's designee.

2.35 Attendance at University Functions. Faculty members are expected to attend formal exercises which are scheduled in the University calendar for their school. They are also expected to attend other convocations for their school. Courtesy requires those who are unable to attend to inform the appropriate academic dean.

Grievances

2.37 Grievances

2.37.a The grievance procedure seeks to provide an equitable means of resolving disputes concerning the terms or conditions of employment, and of reviewing actions taken by the University administration which a faculty member believes to directly wrong him or her with respect to rights created by contract or by provisions of this Handbook pertaining to faculty benefits, obligations, duties, assignments, or academic freedom. Personnel decisions regarding retention, tenure or promotion are not subject to grievance, but may be appealed according to the provisions of section 2.25 above. Dismissals or suspensions are also not subject to grievance, but may be appealed as provided in sections 2.45–2.50.

2.37.b Only current members of the faculty, and former faculty members within 60 days of the date of termination of their employment, are eligible to file grievances. The grievance must be filed within 180 days of the action which is the subject of the grievance. A grievance filed after this deadline shall not be honored and shall have no effect unless the grievant can demonstrate to the Grievance Panel good cause for having missed the deadline.

2.37.c A Grievance Panel composed of five regular, tenured faculty members shall be appointed by the President from at least five persons nominated by the Faculty Senate in accordance with section 4.16 of this Handbook. Panel members shall serve for two-year staggered terms and shall elect one of their members to serve as chair of the Grievance Panel.

2.37.d Before filing a grievance, an aggrieved faculty member shall make a good-faith effort to resolve the grievance informally, through appropriate administrative channels. To file a grievance, an eligible faculty member shall submit a written Notice of Grievance to the President, with a copy to the chair of the Grievance Panel, describing the nature of the grievance, and, when applicable, specifying the contract or Handbook provisions allegedly violated by action of the University administration. Upon receipt of a Notice of Grievance, the chair shall promptly convene the Grievance Panel to determine if the grievant is eligible to file and whether the grievance falls within the scope of this grievance policy. In the event of a negative determination, the chair shall so inform the grievant and President, in writing, and the grievance shall thus be terminated with no further appeal. In the event of an affirmative determination, the chair shall promptly initiate the formation of the Grievance Committee.

2.37.e A Grievance Committee for a particular grievance shall be selected from the Grievance Panel, as follows: The grievant and the Provost, or the Provost's designee, may each strike one name from the list of panel members. If the number is not thereby reduced to three, it shall be reduced to three by lot. The remaining three panel members shall constitute the Grievance Committee. In the event that one or more of the three remaining panel members are unable to serve on the Grievance Committee, substitute committee members shall be nominated by the officers of the Faculty Senate and appointed by the President.

2.37.f The grievant shall have the right to meet with the Grievance Committee to explain the grievance, to present relevant material, and to respond to questions from members of the Grievance Committee. The function of the Grievance Committee is not to conduct a hearing, and therefore the grievant shall have no right to be represented by legal counsel, or another party, nor to have witness or other parties present during this meeting with the Grievance Committee. The Committee's responsibility is to investigate the grievance in order to determine if the grievant was

unfairly treated as a result of unreasonable or capricious action, or directly and individually wronged with respect to a right created by the grievant's contract or by relevant provisions of this Handbook. Except in the instance of an inadvertent violation of a faculty member's right, a grievant will not be considered to have been wronged by an administrative action which resulted from the exercise of reasonable judgment in the interpretation or implementation of contract or Handbook provisions.

2.37.g The Committee's investigation shall be confidential. The Committee shall have access to relevant University documents; it shall also have the right to interview University employees who the Committee determines may have information pertinent to its investigation. The Committee members shall maintain the confidentiality of documents and testimony received during the investigation, except as disclosure may subsequently be required pursuant to lawful court order. The Committee shall promptly submit its findings, conclusion, and recommendations in a written report to the President, with a copy to the grievant.

2.37.h Normally, within 30 days of receiving the report from the Grievance Committee, the President shall take action. The President may accept or reject the Committee's recommendation, or return the matter to the Grievance Committee for further investigation or deliberation. If the President accepts and implements the Committee's recommendation, the grievance is thereby terminated, and there shall be no further appeal. If the President returns the matter to the Grievance Committee, then the President shall state in writing the reasons for doing so, with a copy to the grievant, and the Committee shall promptly review or investigate the matter further in light of the President's reasons and the grievant's response, and submit a final report for action by the President. If the President rejects the Committee's recommendation, either initially or after Committee reconsideration, then the President shall state the reasons to the grievant with copy to the Grievance Committee. In that event, and within 30 days of notification of the President's decision, the grievant may submit a written appeal to the Chair of the Board of Trustees, requesting the Executive Committee of the Board to review the matter. The decision of the Executive Committee shall be final.

Faculty Development

Unless otherwise specified in a particular section, the following provisions on faculty development apply to all full-time faculty.

2.38 Academic Leaves/Released Time

2.38.a Sabbatical Leave. In the interest of professional advancement and productive scholarship, regular and library faculty members are eligible for a sabbatical leave after six years of full-time service since the faculty member's appointment or since that faculty member had a previous sabbatical leave at the University. The application for sabbatical leave is to be submitted to the Provost in writing in the academic year preceding the proposed sabbatical year. This application must explain the project which the applicant intends to pursue during the requested sabbatical. All applications will be acted upon by the Faculty Development Committee. If granted the sabbatical, a faculty member will receive half salary for an academic year or full salary for one semester. The recipient may accept a grant to assist in scholarly, scientific, or artistic work related

to the sabbatical project. While the faculty member is receiving sabbatical pay, other activities of the faculty member continue to be governed by the provisions concerning outside activities (section 2.34.b). Persons granted sabbaticals are required to return to the University for a full contract year following completion of the sabbatical period. In special circumstances the Provost, on the advice of the Faculty Development Committee, may reduce the time requirement for eligibility (for example, for those faculty members who have been forced to postpone applying for sabbaticals because of the needs of their departments).

2.38.b Leave to Teach in Another Institution. With permission of the appropriate chair or dean and the Provost, a member of the regular faculty may accept a temporary appointment to offer courses in another institution of higher learning. With permission of the Dean of the Library and the Provost, library faculty may accept a temporary appointment to serve in another institution. When an untenured regular faculty member is granted a leave to accept a teaching appointment in another college or university, that year of absence from the University of Dallas will not be applied to the number of probationary years required for tenure review. Nor will such a year of leave be applied for either regular or library faculty to the number of years needed for sabbatical leave.

2.38.c Advanced Study. To encourage faculty development, the University may grant leaves for advanced study to regular and library faculty members. The decision regarding such leaves will be made by the Provost after consultation with the department chair, appropriate dean, or Dean of the Library. When an untenured regular faculty member is granted a leave for advanced study, that year of absence from the University of Dallas will not be applied to the number of probationary years required for tenure review. Nor will such a year of leave be applied for either regular or library faculty to the number of years needed for sabbatical leave.

2.38.d Non-Teaching Service to Other Institutions. As appropriate to faculty development and the University's mission, University faculty may be given leaves for full-time work in other institutions. The decision regarding such leaves will be made by the Provost after consultation with the department chair, appropriate dean, or Dean of the Library. When an untenured regular faculty member is granted such a leave, that year of absence from the University of Dallas will not be applied to the number of probationary years required for tenure review. Nor will such a leave be applied for either regular or library faculty to the number of years needed for sabbatical leave.

2.38.e Length of Leave. All leaves of absence without pay terminate on or before one calendar year from the date on which the leave began, as specified in the letter granting the leave. They may be extended for a second year by special action of the President, or in exceptional cases may be extended beyond a second year.

2.38.f Released Time. The Provost may grant released time when a worthwhile project of professional development demands excessive time on the part of a full-time faculty member, and when appropriate alternative arrangements can be made to meet the needs of the academic program.

2.39 Memberships in Learned Societies. The University encourages full-time faculty membership and active participation in learned or professional societies. The University strives to provide financial assistance to full-time faculty members to support membership in learned and

professional societies as well as attendance at professional meetings at which the faculty member delivers a paper or otherwise contributes significantly. Requests for this financial assistance should be submitted to the appropriate department chair or dean.

2.40 Grants and Contracts. Faculty members are encouraged to seek outside support to further their academic work at the University of Dallas. When seeking major funding from private donors and foundations for their academic work at the University, or other University purposes, faculty must coordinate their efforts with the Office of Advancement. Requests for grants and contracts made by faculty members in pursuit of work at the University require prior approval of the teaching faculty member's chair or dean (or dean's designee) or the library faculty member's Dean, when applicable.

Separation

2.41 Retirement. Upon retirement, a regular faculty member relinquishes tenure. In cases where, in the judgment of the President, the continuance of a retired faculty member would be of mutual advantage, the President may invite the faculty member to continue active duties after retirement.

2.42 Resignation. Unless mutually agreed between the faculty member and the University, it is expected that resignations will become effective only at the end of the academic year. It is further expected that the faculty member will recognize the effect of the resignation on the academic program of the University, and will inform the Provost when actively considering the interruption or termination of service. To become effective at the end of the academic year, resignations should be submitted in writing to the President or the Provost within 30 days following receipt of information concerning reappointment for the following year. Unexpected resignations after this date are considered a breach of professional ethics, as well as a breach of contract.

2.43 Extraordinary Separation

2.43.a Tenure is subject to conditions of a demonstrable nature which may affect the ability of the University to continue the employment of a tenured faculty member. Although it is the policy of the University to avoid such separation through prudent fiscal, program, and personnel administration, conditions may arise which require it for the financial integrity of the University or the quality of its academic programs.

The conditions which would justify the separation of a tenured faculty member include the abolition of a department or program; serious financial difficulty on the part of the University; markedly decreased enrollment in the University or in a school, department, or program; provisions governing retirement; or a state of national emergency and causes of a similar nature. Alternatives to separation such as reassignment or early retirement shall be considered prior to the separation of a tenured faculty member.

2.43.b The President shall consult with the Faculty Senate and the University Council regarding whether the conditions specified in section 2.43.a exist, and the officers of the Senate shall meet with the Board to report the Senate's conclusions and recommendations. The Board of Trustees shall then determine whether the conditions specified in section 2.43.a exist and, if so, whether they warrant the separation of tenured faculty or the separation of library faculty or other faculty before the expiration of their contracts.

If the Board of Trustees determines that conditions warrant the separation of teaching faculty or library faculty, the President shall appoint a special committee composed of four members of the regular faculty nominated by the Council of Deans and Chairs and chaired by the Provost. The task of the committee is to advise the Provost regarding the particular teaching faculty or library faculty to be separated, taking into account their individual performance, merit, rank, seniority, and the program needs of the department and University. Tenured faculty in a department or program shall not be separated before the separation of untenured faculty in the same department or program, unless this is deemed necessary to preserve the integrity or quality of that academic program.

After considering the committee's recommendations and after consultation with the dean or chairs of the affected programs, the Provost shall identify the persons being recommended for separation, provide each of them with written notification of this recommendation, and inform the special committee of the names of the persons identified. The persons recommended for separation shall have the right to appeal in writing to the President within ten days of receipt of the notification. The President shall meet with the Provost and the special committee to discuss the recommended separations. The President's recommendation regarding the separation shall be reviewed by the Board of Trustees. The decision of the Board shall be final, and is not subject to grievance.

Final notice of separation shall be given to a teaching or library faculty member at least a full semester in advance of the separation date, unless a shorter notice is required because of an emergency situation. The position of a tenured faculty member shall not be filled within a period of three years, unless the separated faculty member has been offered reappointment with tenure and a reasonable time within which to accept or decline the offer of appointment.

Non-Academic Leaves of Absence

2.44 Military Leave. Time spent in military service is not applicable to the years required for academic tenure. For procedures regarding military leave, faculty should consult the Employee Handbook or the Human Resources department.

Disciplinary Action

2.45 A teaching or library faculty member is subject to disciplinary action for one or more of the following causes: unprofessional conduct; unethical conduct which is inconsistent with professional or collegial responsibilities; neglect of professional duties or inability to perform them satisfactorily; unsatisfactory performance, which, in the case of teaching faculty, is characterized

by markedly decreased effectiveness in teaching, or scholarship; or causes of a similarly serious nature adversely affecting performance or involving conduct detrimental to the University or incompatible with its stated mission and purpose (see chapter 1).

Disciplinary action may include dismissal, demotion in rank or salary, suspension without pay, or ineligibility for promotion for a specified period of time. Dismissal is the abrogation of a faculty member's or librarian's contract and permanent removal from that faculty member's position in the University. Except as provided in section 2.46, disciplinary action may not be imposed prior to the completion of a disciplinary action proceeding in accordance with sections 2.47–2.50.

2.46 Suspension. The President of the University may suspend a faculty member or librarian, with pay, upon the President's determination that such a suspension is in the best interest of the University. In such a case, the President shall immediately instruct the Provost to initiate a disciplinary action proceeding as provided in section 2.47. Such a suspension shall not exceed sixty days unless a longer period is necessary to complete the disciplinary action proceeding.

2.47 Disciplinary Action Procedure

2.47.a The Provost or the Provost's designee shall promptly investigate allegations of unprofessional or other conduct subject to disciplinary action in accordance with section 2.45, and advise the President whether or not to initiate this procedure.

2.47.b If the President decides to initiate this procedure, the Provost shall initiate the disciplinary action procedure by providing the accused faculty member or librarian with a written notice of charges. (Notice should be delivered personally to the person charged, or, if this is not practical, it should be sent by certified mail, return receipt requested.) The written notice shall state each of the charges and give a brief factual description, stated with reasonable particularity, of the conduct on which the charges are based. The notice shall include a copy of these procedures and also inform the person charged of the need to choose the type of proceeding, as provided in section 2.47.d.

2.47.c The person charged is encouraged to meet with the Provost and to resolve the matter without a disciplinary action proceeding. Such a resolution must be approved by the President, and shall include an explicit and irrevocable waiver by the person charged to a hearing or further review in accordance with these procedures.

2.47.d The person charged shall respond in writing to the notice of charges, within 15 days of its receipt. In the written response, the person charged shall elect to proceed informally as provided in section 2.48, or formally, as provided in section 2.49. The election of the type of proceeding shall be irrevocable unless the person charged and the President agree otherwise.

2.47.e The matter shall go forward in accordance with the informal procedure specified in section 2.48 if no written response has been received within the time specified, or if the person charged fails to elect the type of proceeding to be followed.

2.48 Informal Proceeding

2.48.a Within 30 days of the date of receipt of the notice of charges, the Provost shall submit the matter for review and recommendation to the Disciplinary Action Committee. The Disciplinary Action Committee shall be selected from the panel established for grievances, in the same manner as prescribed in section 2.37 for the selection of a Grievance Committee.

2.48.b The Provost or the Provost's designee shall meet with the Disciplinary Action Committee and present the notice of charges, together with supporting information, documents, and other relevant material. The person charged shall have the right to meet with the Disciplinary Action Committee, to respond to the notice of charges, to present relevant material, and to respond to questions from Committee members. The function of the Committee is not to conduct a hearing, and therefore neither the University nor the person charged shall have the right to be represented by legal counsel, or another party, or to have witnesses or other persons present in meetings with the Disciplinary Action Committee. The Committee's responsibility is to investigate the charges and, based upon its findings and conclusions, to make a recommendation to the President regarding disciplinary action.

2.48.c The Committee's investigation shall be confidential. The Committee shall have access to relevant University documents and shall also have the right to interview University employees or students who the Committee determines may have information pertinent to its investigation.

2.48.d Upon completion of its investigation, the Disciplinary Action Committee shall promptly submit a confidential written report to the President, with copies to the person charged and the Provost. The report shall be based on the preponderance of the evidence and state the Committee's findings and conclusions with respect to each of the charges, its recommendation for disciplinary action, if any, and the reasons for that recommendation.

2.48.e Members of the Committee, and all persons involved in the proceedings, shall maintain the confidentiality of the charges, evidence, testimony, and the Committee's report, except as disclosure may subsequently be required pursuant to lawful court order, or may be necessary for the composition of the Committee's written report.

2.49 Formal Proceeding

2.49.a This formal procedure shall be used only in the event that it has been chosen in writing by the person charged, as provided in section 2.47.d. In accordance with this formal procedure, the person charged and the University shall each have the right to be represented by legal or other counsel during the course of the proceedings. (Counsel shall be limited to one representative each.)

2.49.b Within 30 days of the receipt of the written notice of charges, the Provost shall initiate the selection of the Disciplinary Action Committee from the panel established for grievances, in the same manner as prescribed in section 2.37 for the selection of a Grievance Committee.

2.49.c The President shall appoint a Hearing Officer to preside over the hearing described in section 2.49.e.– g. The Hearing Officer shall be selected from a panel of such officers established by the Executive Committee of the Board of Trustees.

Members of the panel of hearing officers shall be attorneys who have been members of the Texas State Bar for at least five years, or who are qualified by professional experience to preside at judicial or quasi-judicial adversary proceedings. They shall not hold any employment or other contract with the University of Dallas during the period of this service on the panel.

2.49.d The function of the Hearing Officer shall be to preside over the hearing, to establish and enforce specific procedures consistent with section 2.49.e.–g. for the conduct of the hearing, and to make rulings on conflicts that may arise regarding or during the hearing. These rulings shall include, but not be limited to, decisions regarding the admissibility of evidence, the scheduling, order and progress of the hearing, the prevention of intimidation or harassment of witnesses, and keeping the hearing to relevant matters.

It shall also be the function of the Hearing Officer, at the start and close of the hearing, to instruct the Disciplinary Action Committee regarding the nature and limits of its responsibility as specified in section 2.49.f.

2.49.e The hearing shall commence promptly after the selection of the Hearing Officer and the Disciplinary Action Committee, but in no case less than seven days after the Provost has given the person charged written notice of the hearing date. The hearing shall be confidential, and attendance at the hearing shall be restricted to the Hearing Officer, the members of the Disciplinary Action Committee, the person charged, and the Provost (or designee), their respective counsels, and witnesses (only while giving testimony). The hearing shall be recorded on audio tape, which shall not be copied or transcribed but shall be kept by the University for at least four years following the conclusion of the disciplinary action proceeding. Formal rules of evidence shall not apply and evidence shall be admitted if it is relevant and constitutes the sort of evidence on which responsible persons are accustomed to rely in the conduct of serious affairs. The person charged and the Provost (or designee), or their respective counsels, should be informed in advance of the names of witnesses to be called, and shall have the right to question witnesses and to examine all documents or other evidence presented in the hearing.

2.49.f Members of the Disciplinary Action Committee may ask questions of witnesses during the course of the hearing. Promptly upon conclusion of the hearing, the Committee shall meet in executive session, with all others excluded, to consider only the evidence and testimony presented in the hearing. The Committee shall prepare a detailed written report, based on the preponderance of that evidence and testimony. The report shall state the Committee's findings and conclusions with respect to each of the charges, its recommendation for disciplinary action, if any, and the reasons for that recommendation. The Committee's confidential written report shall be promptly submitted to the President, with copies to the person charged and the Provost.

2.49.g Members of the Committee, and all persons involved in the proceedings, shall maintain the confidentiality of the charges, evidence, testimony, and the Committee's report,

except as disclosure may subsequently be required pursuant to a lawful court order, or be necessary for the composition of the Committee's written report.

2.50 The President's Action and Subsequent Appeals

2.50.a The President shall take prompt action upon receipt of the report of the Disciplinary Action Committee. The President may accept and impose the disciplinary action recommended by the Committee, or may impose a lesser disciplinary action than the one the Committee had recommended. The President may also meet with the Committee to discuss the reasons for its recommendation, or to suggest a different sanction. If the Committee changes its recommendation as a result of this meeting, it shall so inform the President in writing, with copies to the person charged and the Provost.

If the President imposes either a lesser disciplinary action or the one recommended by the Committee, that action shall be final, with no further appeal except as provided in section 2.50.b. If the President does not accept the Committee's recommended action or does not impose a lesser sanction, then the President shall forward the matter to the Executive Committee of the Board of Trustees for its decision. The President shall state in writing the reasons for not accepting the Committee's recommendation and suggest the disciplinary action which the President deems appropriate, with copies to the person charged to the Provost and to the Disciplinary Action Committee.

2.50.b A faculty member who has been dismissed has the right to appeal that action to the Executive Committee of the Board of Trustees. Such an appeal must be submitted in writing, with copy to the President, no later than 30 days after receipt of written notification of the President's action. Also, in the event that the President has forwarded the matter to the Executive Committee for its decision, the person charged may submit a written appeal to the Executive Committee of the Board of Trustees, with copy of the President, no later than 30 days after the receipt of written notification of the President's action.

2.50.c The Executive Committee shall promptly review the record of the disciplinary action proceeding and reach a decision based upon its review of the appeal, the record, and such other investigation as it may deem appropriate.

2.50.d If the President did not accept the recommended disciplinary action, the Executive Committee shall meet with the members of the Disciplinary Action Committee to discuss their recommendation.

2.50.e The decision of the Executive Committee shall be final, and there shall be no further appeal.

Policy in Regard to Inventions, Patents, and Copyrights

2.51 Rapid and evolving technological changes, emerging opportunities and challenges, and concern for the public interest and the broader purposes of this University make it advisable for the University to set forth its policies with respect to inventions, patents, and copyrights which

may result from University activities. The complex and evolving nature of these issues makes it impractical to state a comprehensive policy that can be mechanically applied to every situation that might arise. It is therefore expected that detailed policy will evolve from particular cases based on interpretation of the following general principles:

- The mission of the University is and will continue to be to encourage research, teaching, and scholarship for the widest benefit and the broadest public good, without regard to potential gain from commercial or other royalties.
- Consistent with that mission, it may nevertheless be appropriate and desirable for the University and individual authors and inventors to benefit financially from the sale of products based on their inventions or other creative works.
- When significant use is made of University time or facilities, it is reasonable for the University to participate in the fruits of any commercial introduction of such inventions or works, and to use any funds thus accruing to the University for the purpose of advancing and encouraging further research and scholarly endeavors.

2.51.a Inventions and Patents. When research or other activities carried out at the University or with the substantial use of its facilities, time, or funds result in inventions or discoveries which may be patentable or otherwise protectable, the member of the University making such inventions or discoveries shall immediately disclose them to the University or its designee. The University will then promptly determine whether title will vest in the University and whether it wishes to pursue patent or other protection. If the University elects to do so, the University shall have the right to evaluate and seek patent or other protection and to undertake efforts to introduce the inventions or discoveries into public or commercial use. The individual will be expected to cooperate in every reasonable way (but at no expense to the individual) with the University. Royalties or other income, if any, may be shared between the University and the individual according to particular circumstances, but generally the inventor may receive between 15% and 50% of any net proceeds that result from commercial exploitation after costs incurred have been taken into account. If the University elects not to pursue patent or other protection, the individual may do so on his or her own.

2.51.b Copyrights. Ordinarily, the University will not assert an interest in faculty-authored scholarly works, art works, musical compositions, and dramatic and non-dramatic literary works related to the faculty member's professional field, unless such work is commissioned by the University, or is a work for hire under the terms of the Copyright Act of 1976 as amended, or it is desirable and appropriate for the University to retain a unified copyright in an entire body of work to which an individual has contributed in part (such as the Distance Learning Initiative of the Gupta College of Business).

2.51.c Administration. This policy will be administered by and through "Matters Temporal, L.L.C.," a wholly owned subsidiary of the University. Its managers shall consist of the Provost, the Vice President for Business and Finance, and the President of the University or his designee. Matters Temporal, L.L.C. shall have wide discretion to implement this policy, to advise on further policies and implementations, to evaluate and introduce discoveries or inventions commercially, to make final determinations in particular cases with respect to royalty issues, and otherwise to

handle and administer the intellectual properties and rights of the University. It is expected that the conditions for any commercial exploitation of intellectual properties or rights shall be consistent with the policies of the University, the terms of any outside sponsorship of the activities that led to the discoveries or inventions, and the requirements of law and professional ethics.

New Schools and Endowed Chairs

2.52 New Schools and Endowed Chairs

2.52.a New Schools. Periodically, the University may consider the establishment of a new degree-granting college, school, or institute or the establishment of a non-degree granting program or center whose scope lies beyond the existing responsibilities of a college, school, institute, or department. When such circumstances arise, University administration shall consult with the faculty representatives from the departments or schools affected by the new entity in order to investigate the desirability, suitability, and feasibility of establishing such an entity. Formal proposals regarding the establishment of such entities should seek input from the affected parties and should be presented to the Faculty Senate for timely review and recommendation.

See the appendix for suggested practices.

2.52.b Endowed Chairs. Periodically, the University may consider the creation of an endowed chair or fellowship. When such circumstances arise, University administration shall consult with the faculty representatives from the departments or schools affected by the new entity in order to investigate the desirability, suitability, and feasibility of establishing such an entity. Formal proposals regarding the establishment of such entities should seek input from the affected parties and should be presented to the Faculty Senate for timely review and recommendation.

See the appendix for suggested practices.

Chapter Three INSTRUCTION

Instructional Principles

3.1 As indicated in section 2.27, the principles which influence instruction at the University must stem from the purposes of the University, which are stated in Chapter 1 of this Handbook. Departmental goals, course objectives, and even the aims of an individual lecture hour, instructional module, or laboratory session ought to reflect the University's objectives.

3.2 Instruction, therefore, should endeavor to develop an appreciation of facts, ideas, artistic skills, and contemporary practices; critical and reserved judgment; respect for the intellectual position of others; and a concern for the right order inherent in knowledge. Such instruction requires thorough preparation and thoughtful organization which engages the resources of the particular discipline.

3.3 A professor ought to be interested in the total development of the students whom the professor teaches. This concern must go beyond their mastery of the subject matter. In general, the teacher should keep in mind the principles of Christian maturity, the ideal toward which the University urges its students.

Methods of Instruction

3.4 Teaching methods are personal, varying with individuals. Lectures, multimedia presentations, course websites, discussions, online forums, laboratories, or dialogue should be used in a manner which effectively engages the student in learning. A general advancement in wisdom is the ultimate purpose of every course; however, each course has a defined content set forth in the University's Bulletin and elaborated in a syllabus which the department or the individual professor devises.

Conference Hours

3.5 Members of the faculty are expected to be generous in giving time to students. They are required to make appropriate hours each week available for student conferences and to keep their academic dean informed concerning their office schedules.

Student Assignments

3.6 In an ordinary semester system, a three-credit course which meets three hours per week will require six hours of outside work each week by the student in an undergraduate course, seven and a half hours in a graduate course. These norms must be borne in mind in planning a course; within these time guidelines, assignments of outside work should be projected to yield the greatest benefit to the student and to the instructional experience around which the course centers. In summer sessions, interterms, or in other calendar variations, the same overall credit norms apply, with adjustments made in individual lecture times and preparations to accomplish the same course ends.

Classes

3.7 Faculty members should be at their classrooms promptly at the beginning of the class period. Habitual tardiness is considered a serious neglect of duty. The instructor should vacate the classroom promptly at the end of the period. Faculty are responsible for working with their department heads and/or deans to make up any classes they miss due to short-term illness, conferences, or other legitimate academic events.

3.8 Without authorization of the appropriate academic dean, the time and location of the scheduled classes are not to be changed. On conclusion of each class, the instructor is responsible for the condition of the classroom, which should be left in good order for the benefit of the next professor and students who use the room. Smoking is not allowed anywhere inside University buildings. Eating and drinking are discouraged in classrooms, lecture halls, and auditoriums of the University during class periods, except in those cases in which the instructor assumes full responsibility for the neatness of the room at the end of the class session.

Examinations

3.9 The integrity of examinations is essential to the academic process. Instructors should construct tests and arrange for giving them in such a way as to diminish the opportunity for cheating. When cheating is observed, it should be treated according to the policy on Academic Honesty.

Student Absences

3.10 For undergraduates, unexcused absence from three class hours in any one three credit-hour course shall be reported to the Registrar, who will then warn the student – similarly and proportionally for courses with fewer or more credit hours. If any further unexcused absences occur, an instructor may, at any time before the last day of classes, require a student to be withdrawn from a course for excessive absences. The instructor must notify the Registrar in writing. A “W” will be assigned through the tenth week. After the tenth week, an “FA” will be assigned. The Registrar will notify the student of the instructor’s action and invite the student to consult with the instructor. The instructor’s decision will be final.

3.11 Instructors may permit students to be absent from a specific class, lab, or examination for legitimate reasons, including health problems and official extracurricular activities. In considering whether to grant that permission, instructors should take into account the adequacy of the student’s performance in the class. An instructor may decide to request the student to leave the classroom for the remainder of the period of any particular class.

Grading

3.12 To ensure that grades are awarded with justice and on a uniform basis, all members of the faculty are required to make clear to their students at the beginning of each course the principles which they will employ in determining final grades. These principles may include an

individual evaluation to be made by the professor, but this should be clearly stated to those enrolled. If this is done, no formal contract is to be implied, suggesting that if certain conditions are fulfilled by the student in a technical manner a guaranteed grade will be issued.

3.13 The awarding of grades at the end of a course is a serious duty of every professor. Every grade which is given by a professor will involve a judgment by the professor of the student's achievement and growth during the term. A professor's judgment concerning the grades assigned to students is privileged and must be defended by colleagues and administrators unless valid reasons suggest that the instructor's judgment should be called into question. But this judgment must never be subject to quibbling by students, easy challenges, or undue interference from administrators or outsiders.

3.14 A student who believes a final grade has been miscalculated should, within the time limits of section 3.16, ask the professor to review the matter. If a grade change is warranted, the professor should report this to the Registrar.

3.15 If the student wishes to appeal the professor's decision, or if the student is unable to contact the professor, the student may submit a written request for a review by the appropriate academic dean. This request must be filed within 30 days of the end of the semester. The dean or the dean's designee will then talk with the student and professor, and will attempt to resolve the dispute about the grade. Failing such a resolution, the professor's grade will stand.

3.16 No grade change will be accepted after 30 days of the end of the semester unless authorized by the appropriate academic dean. Requests for change in grade which would make the student eligible for academic honors, or for graduation, or which would prevent dismissal for academic deficiencies must be made before the regular date on which those actions are taken.

Texts

3.17 The appropriate department chair, dean, or dean's designee will review textbooks selected for courses and present the list of texts required in their respective departments to the University bookstore. Once a textbook form is submitted to the bookstore, it becomes a requisition for the ensuing semester and cannot be changed. When a book list is submitted past the required time—normally 60 days prior to the beginning of any term—the bookstore will not be responsible for the late arrival of textbooks.

3.18 The cost of duplicating lengthy passages which are intended for distribution to students should be borne by the students.

Chapter Four THE FACULTY SENATE

The Role of the Faculty Senate

4.1 The Faculty Senate serves as the deliberative assembly of the faculty as a whole, as the primary means through which the faculty may discharge its collective responsibility for the purpose of the University, the integrity of the curriculum, and the quality of student life. Specifically, it is the responsibility of the Senate to work with the University administration in the development or review of policy and procedures governing academic and faculty affairs. Senate recommendations are subject to the approval of the President and the Board of Trustees.

4.2 The particular responsibilities of the Faculty Senate are:

4.2.a Faculty Affairs: To review, develop, and recommend major policy and procedures in the following areas directly affecting the faculty:

- recruitment, appointment, retention, and tenure;
- promotion and post-tenure review;
- compensation, benefits, and merit salary increases;
- grievances;
- disciplinary action;
- layoff;
- sabbatical and other leaves;
- professional development and activity.

4.2.b Curriculum: To review the work of the University curriculum committees, and to make recommendations regarding major curricular changes affecting:

- the core curriculum and requirements;
- undergraduate programs, including majors, concentrations, and teacher education;
- graduate programs;
- graduation and degree requirements;
- community or continuing education.

4.2.c Academic Affairs: To provide the Council of Deans and Chairs with the sense of the faculty regarding proposed policy and procedures governing:

- admissions and advanced placement;
- academic advising and instruction;
- academic discipline, including student leaves, absences, probation, dismissal, plagiarism;
- grading, including adds, drops, withdrawals;
- policies for the acceptance of transfer credits;
- review of academic programs.

4.2.d Student Life: To advise and cooperate with the Dean of Students in matters of concern to the faculty regarding the quality and integrity of student life.

4.2.e. University Affairs: To meet with the President at the beginning of each academic year to discuss matters of mutual concern, and at such other times as may be requested by either the President or the Chair of the Senate. Prior to the first Senate meeting of each semester, the Senate Chair may call an informal meeting of its elected members to discuss the matters they wish to be placed on the Senate's agenda or to be addressed by the President. At least once each year the officers of the Senate shall meet with the University Affairs Committee of the Board of Trustees to report on Senate activities and the concerns of the faculty. In extraordinary circumstances, the Chair of the Senate, with the consent of its other officers, may call a special meeting of the Senate's elected members, who shall take no formal action but may instruct the officers of the Senate to meet with the President or the Chair of the Board to discuss their concerns regarding the state of the University.

4.2.f Standing Committees: To nominate members of the faculty for appointment by the President to the following standing committees:

- Committee on Undergraduate Admissions and Financial Aid;
- the four Committees on Academic Discipline;
- Committee on Student Discipline;
- Student Life Committee;
- Library Committee;
- University Benefits Committee;
- Athletics, Sports, and Recreation Committee;
- Copyright and Intellectual Property Committee;
- the Committee on the Faculty Handbook.

4.3 The members of the Senate are:

4.3.a Twenty (20) members of the regular faculty or library faculty. Ten (10) members are elected at large. The remaining seats are allocated as follows: Six (6) from Constantin/Braniff, two (2) from the Gupta College of Business, one (1) from the Neuhoff School of Ministry, and one (1) from the Library.¹

4.3.b The Provost, the Dean of the Braniff Liberal Arts Graduate Programs, the Dean of Constantin College, the Dean of the Gupta College of Business, the Dean of the Cowan-Blakley Memorial Library, and the Dean of the Neuhoff School of Ministry.

¹The apportionment of the 10 non-at large members was determined using the Dean Method of Apportionment. The apportionment of the nominees elected to the Faculty Senate will be re-evaluated every five years using the Dean Method of Apportionment to ensure the ten Senators elected each year reflect the faculty population of the Colleges, Schools, and Library.

4.4 Voting

4.4.a All faculty members elected to the Faculty Senate have the right to vote on matters properly before the Senate for its action.

4.4.b The Dean of the Braniff Liberal Arts Graduate Programs, the Dean of Constantin College, the Dean of the Gupta College of Business, and the Dean of the Neuhoff School of Ministry are *ex officio* voting members of the Faculty Senate having the right to vote on matters properly before the Senate for its action.

4.4.c The Provost and the Dean of the Cowan-Blakley Library are *ex officio* non-voting members of the Faculty Senate.

Election of Faculty Members

4.5 Faculty representatives on the Faculty Senate shall be elected for two year terms. Ten representatives are to be elected in odd numbered years: five (5) at large, three (3) from Constantin/Braniff, one (1) from the Gupta College of Business, and one (1) from the Neuhoff School of Ministry. Ten representatives are to be elected in even numbered years: five (5) at large, three (3) from Constantin/Braniff, one (1) from the Gupta College of Business, and one from the Library faculty.

Election Process

4.6 The faculty electorate consists of all members of the regular and library faculties, emeriti faculty who continue to teach on a regular basis, and affiliate faculty who have taught full-time for the academic year preceding the election.

4.7 Elections are to be held each spring semester, by secret ballot. The terms of those elected begin the Wednesday after the first Tuesday of May following the election.

4.8 Elections shall be conducted electronically by the Vice Chair of the Faculty Senate, assisted by the members of the Senate's Committee on Nominations. The Secretary of the Senate and the Vice-Chair of the Senate shall be the principal tellers in the counting of ballots or, in the absence of either, the Chair of the Senate. In no case shall there be a single teller. Blank ballots or ballots violating essential ballot instructions shall be ruled invalid and shall not be counted.

4.9 Nominations

4.9.a The faculty electorate shall be divided into four groups for the purpose of nominating candidates for election to the Faculty Senate.

1. The combined Constantin & Braniff faculty shall constitute the first group. Sixteen faculty members shall be nominated from the combined Constantin & Braniff group.

2. The Gupta College of Business faculty shall constitute the second group. Ten faculty members shall be nominated from the Gupta College of Business group.
3. The Neuhoff School of Ministry shall constitute the third group. Two faculty members shall be nominated from the Neuhoff School of Ministry group.
4. The Library Faculty shall constitute the fourth group. Two faculty members shall be nominated from the Library group.

4.9.b The Vice-Chair of the Faculty Senate shall call for nominations by providing the faculty electorate in each group with an electronic ballot listing faculty from that group who are eligible for election.

4.9.c Faculty members may choose not to stand in the next election by informing the Chair of the Faculty Senate by March 1 of the election year.

4.9.d The ballot for each group shall list all faculty members eligible to serve.

- The faculty electorate in the Constantin and Braniff group shall be instructed to vote for no more than sixteen candidates.
- The faculty electorate in the Gupta College of Business group shall be instructed to vote for no more than ten candidates.
- The faculty electorate in the Neuhoff School of Ministry and the Library faculty groups shall be instructed to vote for no more than two candidates in each group.

4.9.d A ballot with two or more votes for a single candidate or more than the requisite number of votes shall be declared invalid, and discarded. In each group, the requisite number of faculty receiving the most votes shall be nominated. Ties shall be broken by lot.

4.10 Election

4.10.a The persons nominated in accordance with section 4.9 shall be placed on a single electronic ballot that identifies each nominee's department (Constantin/Braniff), school (Gupta College of Business; Neuhoff School of Ministry), or location (Library). The faculty electorate shall be instructed to vote for no more than ten nominees. A ballot with two or more votes for a single nominee or more than ten votes shall be declared invalid and discarded.

4.10.b Each year the five (5) nominees receiving the most votes shall be elected as the at-large members of the Faculty Senate. The next three (3) Constantin/Braniff nominees and the next (1) Gupta College of Business nominee shall be elected. In odd-numbered years, the next Neuhoff School of Ministry nominee receiving the most votes will be elected. In even-numbered years, the next Library nominee receiving the most votes will be elected. Ties shall be broken by lot. In the case that no one from a College, School, or Library receives any votes, the apportioned representation for that entity will be chosen by lot from the nomination ballot.

4.10.c In the event that vacancies occur on the Senate by reason of leaves, sabbaticals, teaching assignments, extended illness, or causes of similar nature, the membership of the body shall be brought to full strength by the Chair by recourse to the vote tallies of the year that the vacating Senator was elected. In the case of resignation, the newly appointed Senator will complete the term of office of the vacating Senator. In the case of a leave, the newly appointed Senator will serve until the vacating Senator returns.

In making replacement appointments, there are two scenarios:

1. The vacating Senator was elected to a seat allocated to one of the four groups (4.9a): Constantin/Braniff, Business, Ministry, or Library. In that case, the allocated seat will be filled by the candidate who had received the largest number of votes among nominees from that group, but who is not serving on the Senate.

2. The vacating Senator was elected as an at-large member. In that case, the at-large seat will be filled by the candidate who has the largest number of votes among the nominees who were not elected as at-large members; this Senator will have his or her allocated seat filled in accordance with Scenario 1.

In the event of a vacancy occurring among the officers of the Faculty Senate, the Senate will elect a new officer at its next meeting.

4.10.d Promptly after the election, the Chair of the Senate shall inform the faculty and the President of the faculty who have been elected to the Faculty Senate. The Chair of the Senate shall also inform the faculty electorate of the votes cast for each nominee.

Officers of the Senate

4.11 The Chair, Vice-Chair and Secretary of the Senate shall be elected annually by the Senate from its elected members, in a secret ballot, at the first meeting of the new Senate in May.

4.12 The Chair of the Senate is an *ex officio* member of the University Council, has precedence over other members of the faculty, and holds place immediately following the academic deans in official University functions.

4.13 The Vice-Chair carries out the duties of the Chair in the latter's absence and is *ex officio* chair of the Senate's Nominations Committee.

4.14 The Secretary keeps accurate minutes of all meetings and furnishes copies to all faculty and other concerned persons. The Secretary notifies faculty members of the disposition by the Senate of matters which they have submitted.

Nominations Committee of the Senate

4.15 The Senate's Committee on Nominations is composed of the Vice-Chair of the Faculty Senate, who serves as Committee Chair, and two other members of the Faculty Senate who are elected by the Senate at the first meeting of the new Senate in May.

4.16 The Committee on Nominations shall present to the Faculty Senate a list of candidates for nominations by the Senate to the Standing Committees of the University listed in section 4.2.

above and to the grievance panel *per* section 2.37.c. above. Prior to the Committee's final recommendations, one of its members should discuss possible candidates with the University Administrator responsible for the area falling within the Standing Committee's purview. The Senate should make its nominations to the President early in the Fall semester.

Meetings of the Faculty Senate

4.17 The Faculty Senate shall meet at least twice a semester during the academic year. Other meetings shall be called by the Chair or by at least one-third of the Senate membership.

4.18 Members of the Senate shall be notified in advance of the matters to be discussed at the meetings. Two-thirds of the membership must be present for a vote on any Senate action to be official. Questions shall be decided by an absolute majority of the members present and voting. Each member has only one vote. On any question (except as provided in section 4.11 above) the Senate may decide to vote by roll call or by secret ballot. Abstentions shall be counted but, when ballots are taken in writing, blank or illegible ballots shall not be counted.

4.19 Any member of the faculty may request the Faculty Senate to consider or take particular action on a policy matter falling within the Senate's jurisdiction (as defined above in sections 4.1 and 4.2). Normally such a request should be submitted in writing to the Chair of the Faculty Senate, who shall promptly bring it to the Senate's attention if it is a matter properly within the Senate's jurisdiction.

Chapter Five
THE UNIVERSITY COUNCIL
AND STANDING COMMITTEES

5.0 In order to ensure the continuity of existence of the University Council and the standing committees of the University defined in this chapter, members shall serve until they are replaced by appointment or election, as long as they retain the status that qualified them for membership in the first place.

University Council

5.1 The purpose of the University Council is to advise the President regarding University administrative policies or procedures currently under review or that would seem to require review. This will specifically include institutional planning and priorities and the review of the annual budget.

5.2 The membership of the University Council includes the President, any administrative officers holding the title of Vice President, the Provost, the academic deans, the Dean of the Library, the Dean of Student Life, and the officers of the Faculty Senate. The President may invite other members of the administration or faculty, and the chair of the Faculty Senate may invite other members of the faculty, to participate in the Council's deliberations.

5.3 The President shall serve as chair of the University Council, which shall meet at the beginning of each semester and at other such times as may be requested by either the President or the Chair of the Senate.

Council of Deans and Chairs

5.4 The Council of Deans and Chairs is chaired by the Provost, and is composed of

- the academic deans;
- the academic associate and assistant provosts and associate and assistant deans;
- the Dean of the Library;
- the chairs of all departments within the Constantin College; and
- the Dean of Student Life.

The Provost may invite other members of the administration, faculty, or staff to participate in the Council's deliberations.

The Council advises the Provost regarding administrative, procedural, curricular, or policy matters affecting students or faculty. The Council of Deans and Chairs also advises the President regarding appointments to the University curriculum committees, to the Committee on Rank and Tenure, and to the Library Committee on Rank and Retention.

Undergraduate Council

5.5 The Undergraduate Council is chaired by the Dean of Constantin College, and is composed of

- the Dean of Constantin College;
- the academic associate or assistant deans of Constantin College;
- the Associate Dean of the Gupta College of Business for Undergraduate Business Programs;
- the head of the undergraduate program of the Neuhoff School of Ministry;
- the chairs of all departments within Constantin College; and
- the director of Philosophy and Letters.

The Dean of Constantin College may invite other members of the administration, faculty, or staff to participate in the Council's deliberations.

The Undergraduate Council advises the deans regarding administrative, procedural, curricular, or policy matters. The Undergraduate Council also advises the President regarding appointments to the Undergraduate Curriculum Committee.

Curriculum Committees

5.6 It is recognized that the curriculum is the special province of faculty; therefore, substantive curricular changes ought not be made without prior consultation with the faculty through the curriculum committees established in sections 5.9–5.14 below.

5.7 The curriculum committees shall inform the Council of Deans and Chairs and the Faculty Senate of the committee's agenda and curricular recommendations. Each committee shall inform the faculty of major curriculum changes under consideration, invite their comments, and inform them of the committee's recommendations with regard to those proposed changes prior to review by the Faculty Senate.

5.8 The curriculum committees of the University advise the Faculty Senate and the President regarding admissions policy, degree requirements, and changes in the University's curriculum or academic programs. Minor changes in the curriculum, degree requirements, or admissions policy require approval of the University President or the President's designee. Major changes shall be reviewed by the Faculty Senate and require approval of the University President or the Board of Trustees. Major curricular changes include the addition or termination of degree programs, or substantial revision of a core curriculum.

5.9 The Undergraduate Curriculum Committee is composed of the Dean of Constantin College, who shall serve as committee chair, and seven regular faculty from Constantin College, at least one of whom must be a department chair. The faculty members of the committee shall be appointed by the President after consultation with the Council of Deans and Chairs.

5.10 The Braniff Liberal Arts Graduate Curriculum Committee is composed of the Graduate Dean, who shall serve as committee chair, and the directors of the Braniff liberal arts graduate programs.

5.11 The Gupta College of Business Graduate Curriculum Committee is composed of the Dean of the Gupta College of Business who is the committee chair, or the Dean's designee, the Gupta COB Associate Dean of Academic Affairs, and five regular Gupta COB faculty members, three of whom must be tenured. The faculty members of the committee shall be appointed by the President after consultation with the Gupta College of Business Dean.

5.12 The Joint Committee on Business Education serves as the curriculum committee for the undergraduate degree(s) offered in conjunction with the Gupta College of Business. The membership of the Joint Committee on Business Education is composed of the Associate Dean for Undergraduate Business (committee chair), six members from the Gupta College of Business faculty (normally to include all Gupta College of Business faculty designated as primarily undergraduate faculty), five members from Constantin College or the Neuhoff School of Ministry, and the deans of the Gupta College of Business and Constantin College. Appointment of Gupta College of Business faculty shall be made by the Dean of the Gupta College of Business, and nominations of the remaining faculty members shall be made to the Provost by the Associate Dean for Undergraduate Business after consultation with the Deans of Constantin College and the Neuhoff School of Ministry.

5.13 The Joint Committee on Ministry Education serves as the curriculum committee for the undergraduate degree(s) offered in conjunction with the Neuhoff School of Ministry. It is composed of five members from the Neuhoff School of Ministry (including the Dean), the Dean of Constantin College, the Associate Dean of the Gupta College of Business, and one faculty member from each of the following departments: Education, Philosophy, Theology. The committee is chaired by a faculty member from the Neuhoff School of Ministry; its members are appointed by the Provost.

5.14 The Neuhoff School of Ministry Graduate Curriculum Committee is composed of three graduate faculty members from the Neuhoff School of Ministry, including the Dean. It is chaired by the Dean; its members are appointed by the Provost.

Committee on Rank and Tenure

5.15 The Committee on Rank and Tenure reviews regular faculty members for retention, promotion, or tenure. The Committee sends its recommendations for retention, promotion, or tenure to the President.

5.16 The Committee on Rank and Tenure is composed of the Provost, who serves as its chair, five tenured faculty members, whom the President appoints after consultation with the Council of Deans and Chairs, and the appropriate Dean of the candidate's school or college, who functions as an ex officio non-voting member of the committee. Care should be shown to achieve representation of a range of disciplines and allow for some continuity of membership from year to year. Care should also be shown to achieve a majority of full professors in years where a

candidate comes up for promotion to full professor. Four tenured faculty members shall be chosen to represent the four academic units of the University: one each from the Constantin College, Braniff Graduate School, Gupta College of Business, and Neuhoff School of Ministry faculties. In the case where there is not an eligible faculty member available to represent a school, the President shall appoint a member of the tenured faculty at large. The fifth faculty member of the committee will be appointed from the tenured faculty at large. The chair and the five appointed faculty members are the voting members of the committee.

It is the responsibility of the Committee to judge the quality of the teaching, scholarship, and service of each of the candidates for retention, promotion and tenure. The committee will maintain confidentiality with respect to the information about the candidate and with respect to the deliberations of the Committee. In its considerations, the Committee shall be careful to respect the candidate's academic freedom rights as defined in section 2.26.

Specifically, the Committee will

- carefully read the submitted documentation for each candidate;
- attend the presentations for each candidate and thoughtfully deliberate on the candidate

The committee may, in cases it deems necessary conduct additional interviews with faculty and/or students.

Library Committee on Rank and Retention

5.17 The Library Committee on Rank and Retention reviews library faculty members as described in section 2.18-2.23. The committee makes recommendations to the President on their retention and promotion.

5.18 The Library Committee on Rank and Retention is composed of the Provost (or his designee), the chair of the Library Committee, a library faculty member other than the Dean of the Library, and a regular, tenured faculty member. The library faculty member and regular faculty member will be appointed by the President after consultation with the Council of Deans and Chairs.

Faculty Development Committee

5.19 The Faculty Development Committee reviews faculty proposals for sabbatical leaves, for leaves without pay, for King/Hagggar Awards, and for other faculty awards which may be established by the University. The committee also reviews faculty proposals for external awards that require nomination by the University. The committee reviews existing faculty development programs in light of the statements in section 2.38 and proposes any needed changes in the programs.

5.20 With respect to sabbatical leaves and leaves without pay, the Faculty Development Committee shall advise the President or the President's designee. Other awards or nominations shall be made by the Faculty Development Committee itself, except in those instances when

special expertise or competence is required in the selection process; in such cases the Committee shall refer proposals for action to specific subcommittees appointed by the Provost and approved by the Committee. All award decisions are subject to the approval of the President.

5.21 The Committee is composed of the King/Haggar Fellows appointed in the previous year, two King/Haggar Scholars, the Chair of the Faculty Senate, and the Provost, who chairs the Committee. The King/Haggar Scholars are appointed by the Provost for two-year rotating terms.

Library Committee

5.22 The purpose of the Library Committee is to advise the Dean of the Library on library policies and programs, and to act as liaison between the University community and the library staff. Its specific responsibilities are:

- to inform the Dean of the Library of the library needs of faculty, staff, and students and to advise on the development of library services to meet those needs;
- to review periodically and advise the Dean of the Library on progress in implementing and possible revision of the Collection Development Policy;
- to advise on the allocation of acquisition funds;
- to support special projects for increased funding of library services;
- to support the librarians in informing faculty and staff of library policies.

5.23 Membership of the Library Committee includes the Provost, three faculty members appointed by the President from a list of five nominees provided by the Faculty Senate, the Dean of the Library, a graduate student appointed by the Provost in consultation with the graduate deans, and an undergraduate student appointed by the Constantin Dean. The chair of this committee is appointed by the President.

Committee on Student Life

5.24 The Committee on Student Life consults with the Vice President of Enrollment, the Dean of Students, the Chaplain, and other area heads and University committees on the adequacy and effectiveness of programs, policies, and procedures regarding non-academic matters of student life, and is responsible for reviewing such programs, policies and procedures. The Committee also serves as an agency of communication in all matters affecting students. The Committee shall meet at least once each semester, and at least once a year the Committee shall hold a public meeting open to all comers, who should be provided with an opportunity to address the Committee with their concerns.

5.25 The Dean of Students or his designate, the Chaplain or his designate, and the President of Student Government are members *ex officio* of the Committee on Student Life. Three faculty members, at least one of whom must have tenure, at least one of whom must be a member of the Faculty Senate, and at least one of whom must be from the Gupta College of Business, shall be appointed by the President from a list of five nominees provided by the Faculty Senate; their term of service will ordinarily be two years, with at least one new member appointed each year. One

undergraduate student, nominated by the Student Government Executive Council and approved by the Student Government assembly, shall serve a one-year term. Three graduate students, one from the Braniff Graduate School of Liberal Arts, another from the Gupta College of Business, and a third from the Neuhoff School of Ministry, shall serve one-year terms; they shall be appointed by the deans of their respective schools based on consultation with faculty. The Committee shall elect one of the three faculty members chair and elect one other member of the committee as secretary. All members except the Dean of Students are voting members. Where appropriate, the Committee may invite faculty, administrative staff, and students to serve as non-voting consultants on relevant issues that come before the Committee

A quorum having been met, recommendations and resolutions of the Committee require a simple majority of those in attendance to be forwarded by the secretary or chair to the appropriate area head or committee. Copies shall also be sent to the Vice President of Enrollment, the President, the Provost, and the Chair of the Faculty Senate, and, when matters affecting graduate students are concerned, to the deans of the relevant schools. Area heads and committees should reply with suitable promptness.

Committee on Undergraduate Admission and Financial Aid

5.26 The Committee on Undergraduate Admission and Financial Aid is responsible for the development and evaluation of the undergraduate admission policies for the University. The Committee approves the policies and procedures by which all applicants are accepted or rejected. The Committee is also responsible for the development and evaluation of the undergraduate financial aid policies for the University. Furthermore, the Committee serves as the recommending body to the Vice President of Enrollment in cases of appeals regarding admission and financial aid.

5.27 The membership of the Committee includes the Vice President of Enrollment, who will serve as chair, the Dean of Constantin College (or his/her designee), the Associate Dean for Undergraduate Business Programs, the Dean of the Neuhoff School of Ministry (or his/her designee), and three faculty members appointed by the President from a list of five nominees provided by the Faculty Senate. Ordinarily, one faculty member continues each year. The Vice President of Enrollment is not a voting member.

Committees on Academic Discipline

5.28.a The Constantin Committee on Academic Discipline consists of four members: the Dean of Constantin College, who serves as the chair, the chair of the department in which the student being considered has declared a major/concentration (or in the case of a student who has not declared a major, a Constantin faculty member appointed by the Dean), and two faculty members appointed by the President from a list of four nominees provided by the Faculty Senate.

5.28. b The Braniff Committee on Academic Discipline consists of four members: the Dean of Braniff Graduate School, who serves as the chair, the graduate director of the student's discipline, and two faculty members appointed by the President from a list of four nominees provided by the Faculty Senate.

5.28.c The Gupta College of Business Academic Review Board: Academic or disciplinary matters concerning Gupta College of Business students are referred to the Gupta College of Business Academic Review Board, consisting of three full-time Gupta College of Business faculty members appointed by the President from a list of five nominees provided by the Faculty Senate.

5.28.d The Neuhoff School of Ministry Academic Review Board: Academic or disciplinary matters concerning School of Ministry students are referred to the School of Ministry Academic Review Board, which shall consist of three full-time School of Ministry faculty members appointed by the President from a list of four nominees provided by the Faculty Senate.

Committee on Student Discipline

5.29 The Committee on Student Discipline is concerned with violations of non-academic discipline. To this committee alone belongs the right to recommend to the President more severe penalties such as suspension, withdrawal, or dismissal.

5.30 This committee consists of five members: the Registrar, two faculty representatives appointed by the President from a list of four nominees provided by the Faculty Senate, and two student representatives appointed by the Executive Committee of Student Government. Ordinarily, one faculty member continues each year.

Teacher Education Committee

5.31 The Teacher Education Committee has the responsibility of ensuring that the preparation of teachers for elementary and secondary schools remains a responsibility of the Constantin College of Liberal Arts as a whole. It shall strive to see that the duties of the Department of Education are understood and shared proportionately by all academic departments which offer courses applicable to teacher certification.

5.32 The Teacher Education Committee is composed of the chair of the Department of Education, who serves as chair of this committee, the Dean of Constantin College or his designee, the Coordinator of Directed Teaching, the University's Certification Officer, one representative (usually the chair) from every department that is approved for certification of teachers, and a representative of the Department of Psychology.

5.33 The Teacher Education Committee meets at least once each semester at the call of the chair of the committee.

Athletics, Sports, and Recreation Committee

5.34 The Athletics, Sports, and Recreation Committee shall advise the Director of Athletics, Sports, and Recreation on the department's programs, policies, and procedures as related to the goals of the University and its membership in the relevant intercollegiate athletic associations. The Committee also serves as an agency of communication in departmental matters affecting students, faculty, staff and the community.

5.35 Membership of the Athletics, Sports and Recreation Committee includes the Faculty Athletic Representative, the Dean of Students, and the Director of Athletics, Sports, and Recreation. Two faculty representatives (one being the Faculty Athletic Representative for the relevant intercollegiate athletic association) are appointed to the Committee by the President from a list of three nominees provided by the Faculty Senate. Two student members are appointed to this Committee, one of whom will be an undergraduate student appointed by the Executive Committee of Student Government and one of whom will be a graduate student appointed by the Dean of the Gupta College of Business, in consultation with the Braniff Graduate Dean. One community representative is appointed to this Committee by the President. The Director of Athletics, Sports, and Recreation will serve as chair.

5.36 The Athletics, Sports, and Recreation Committee meets at least once each semester at the call of the chair of the Committee.

University Benefits Committee

5.37 The University Benefits Committee reviews the University's faculty benefit package annually. Members of the Committee seek to learn the faculty preferences when issues affecting the mix and type of benefits received arise, and to advise the administration of these findings. The Committee also hears and advises the administration on proposed changes in benefit coverage or in contracted providers, both from the perspective of cost spreading and the impact on faculty members and their families who have established relationships with care providers.

5.38 The Committee is chaired by the Director of Human Resources. The President of the University appoints four faculty members from a list of nominees provided by the Faculty Senate—at least one of whom must be from the Gupta College of Business—to serve on this Committee.

Committee Liaisons

5.39 The following university committees will appoint a committee member to meet in liaison with a student representative appointed by the Student Government assembly: the Faculty Senate, University Council, the Undergraduate Curriculum Committee, the Committee on Undergraduate Admission and Financial Aid, the Council of Deans and Chairs, and the Library Committee. The purpose of the liaison is to improve communications and to inform Student Government of the deliberations and actions taken by the various committees.

Copyright and Intellectual Property Committee

5.40 The Copyright and Intellectual Property Committee addresses questions and disputes regarding copyright and intellectual property. The Committee also hears and advises the administration on proposed additions to or changes in the copyright and intellectual property policy. The duties of the Committee include, but are not limited to, working with the **relevant copy centers** to help provide faculty and students with the means to respect the copyright of others creating and maintaining materials to educate faculty and students on the use of copyrighted

material, and informing faculty and students of changes in copyright and intellectual property legislation.

5.41 The President of the University appoints three faculty members from a list of five nominees provided by the Faculty Senate. Appointments to the Committee are on a two-year rotating basis with at least one member serving as a carry-over from the previous year.

Committee on the Faculty Handbook

5.42 The Committee on the Faculty Handbook has the following tasks:

5.42.a It coordinates all changes to the Handbook, in accordance with the procedures outlined in the Foreword. (i) Thus, in the case of a minor change, the President will inform the Committee as soon as he or she has authorized such a change. The Committee on the Faculty Handbook will then incorporate the change into the Handbook and advise the faculty that the amendment has occurred. (ii) In the case of a change initiated by the Faculty Senate, the vice chair of the Senate will advise the Committee of the change that has been recommended; the Committee will then submit the proposed change to the University Council for its consideration. If it is approved, the President will submit the change to the Board and advise the Committee in a timely manner of the Board's decision. In the case of approval, the Committee will incorporate the change into the Handbook and advise the faculty that an amendment has occurred. (iii) In the case of a change initiated by the President, the President or his designee shall inform the Committee on the Faculty Handbook when he or she submits an amendment to the University Council for consideration and, subsequently, on the outcome of the Council's deliberations. If the change advances to the Faculty Senate for its review, the vice chair of the Senate shall inform the Committee on the status of the Senate's deliberations. The President (or his designee) shall promptly inform the Committee on the final decision of the Board. In the case of approval, the Committee will incorporate the change into the Handbook and advise the faculty that an amendment has occurred.

5.42.b The Committee on the Faculty Handbook is responsible for maintaining an up-to-date copy of the Handbook that reflects all amendments which have received final approval. While the up-to-date text of the Handbook may be made available online, the authoritative copy shall be a printed one maintained by the Committee on the Faculty Handbook. This copy, marked with the date of the latest amendment, shall be available for consultation in the University Archives.

5.42.c The Committee on the Faculty Handbook will periodically conduct workshops to acquaint the faculty with particularly important provisions of the Handbook, or to explain significant amendments. Such workshops shall be conducted at the beginning of each academic year for new faculty members and otherwise as needed.

5.43 This committee consists of three members: the Provost (or his or her designee), the vice chair of the Faculty Senate, and one faculty member appointed by the President from among the Faculty Senate's minimum of three nominees. The committee is chaired by the vice chair of the Faculty Senate.

Chapter Six

OFFICERS OF ACADEMIC ADMINISTRATION

The President and the Board have the authority, as defined by the By-Laws of the University in the University's Charter, to make changes in administrative structures and responsibilities as appropriate. The Faculty Senate will be consulted prior to any major changes in those academic structures and responsibilities that directly affect the faculty. Effort should be made to ensure timely communication of these changes to the Faculty Senate so that the changes can be included in this chapter of the Faculty Handbook.

Chief Officers of Administration

6.1 The President, the Vice President or Vice Presidents, including the Provost, and all academic officers having a title of "dean," as well as the Dean of Students are the chief officers of the administration. These officers are appointed by, or their appointment is subject to approval of, the Board of Trustees, as specified in the By-Laws of the University (cf. Article 2, sections 2, 3, and 4). This section of the Handbook describes the academic officers of the administration. If the President or any academic officer is considered for tenure, section 2.15 shall apply.

The President

6.2 The President of the University is the chief executive officer of the University and the official adviser to and executive agent of the Board of Trustees and its Executive Committee. He should understand and be committed to the purposes of the University, and have the qualifications necessary for academic leadership. As educational and administrative head of the University, the President shall exercise a general superintendence over all the affairs of the institution, and bring such matters to the attention of the Board as are appropriate to keep the Board fully informed to meet its policy-making responsibilities. The President shall have power, on behalf of the Trustees, to perform all acts and execute all documents to make effective the actions of the Board or its Executive Committee. The President of the University, whose role is generally defined in the By-Laws of the University (cf. Article 2, sections 1 and 2), exercises those specific responsibilities which, from time to time, the Board of Trustees will assign to him, a record of which will be found in the minutes of Board meetings. The responsibilities of the President, as defined by the By-Laws of the University in the University's Charter, are understood to include the following:

- a) to enforce the policies and regulations of the University;
- b) To enforce the regulations and procedures of the Faculty Handbook; to approve minor changes to the Faculty Handbook in consultation with the Faculty Senate, and in the case of substantive revisions, to amend it with the approval of the Board and in consultation with the Faculty Senate.
- c) to approve policies developed by those officers and committees which report directly to the President; or to veto them if, in the President's judgment, such policies are contrary to the welfare of the University, the policies of the Board of Trustees, or the By-Laws of the University;

- d) to appoint, after receiving the recommendations of the Senate's Committee on Nominations, members of the standing committees and to establish *ad hoc* committees which may, in the President's judgment, be necessary or useful
- e) to direct and prepare an annual report to the Board of Trustees and the public, reviewing the activities of the academic year and summarizing reports from other academic officers;
- f) to develop a strategic plan with a vision for the future development of the University;
- g) to direct the preparation of the annual budget of the University;
- h) to direct the raising of funds for the University's programs and endowments;
- i) to make reports to governmental and accrediting agencies;
- j) to make contracts and agreements in the name of the University, in accordance with procedures approved by the Board of Trustees;
- k) to appoint, promote, and dismiss administrative staff and academic staff officers below the rank of dean;
- l) in accordance with procedures set forth in the Faculty Handbook, to appoint, promote and grant tenure to all members of the regular faculty; to appoint and promote all members of the affiliate and adjunct faculty; and to remove any faculty member who fails to carry out faculty duties and the regulations of the University, always saving the rights of the individual as stated in the same Faculty Handbook;
- m) to maintain amity and unity of purpose among all members of the administrative staff, faculty, alumni, and student body;
- n) to preside at all University functions, deferring when appropriate to the Chancellor or the Chairman of the Board, and to represent the University to its constituencies, the general public, and educational and social circles;
- o) to formulate the University's academic philosophy and to make changes in its curriculum after having consulted all relevant academic personnel, in particular the Faculty Senate;
- p) to act for the Board of Trustees in authorizing degrees for candidates who have been recommended by the faculty through the academic deans, and who have been certified by the University Registrar as having fulfilled degree requirements;
- q) to sign all diplomas together with the Chancellor and the appropriate academic officer.

The Vice-Presidents

6.3 The Board of Trustees may appoint one or more Vice President(s) who will perform duties delegated by the President. Only the academic vice presidential position of Provost is described in this section.

The Provost

6.4 The Provost is the chief academic officer of the University and shall have the qualifications necessary for appointment to the regular faculty. The Provost is responsible directly to the President for the administration, direction, integrity, and quality of its academic programs, for the recruitment and development of the University faculty, and for the allocation of instructional and academic support resources. The Deans of Constantin College, of the Gupta College of Business, of the Neuhoff School of Ministry, and of the Braniff Graduate School of Liberal Arts; the University Registrar; and the Dean of the Library report to the Provost. The Provost is appointed by the President following the consultative vote of the University Council and with the approval of the Board of Trustees.

6.5 The Provost's specific responsibilities include the following:

- a) to assist the President in the development and implementation of the University's strategic plan;
- b) to act as the University's representative to all external entities relating to academics such as accreditation agencies, higher education associations, and state and federal education agencies;
- c) to assist in the development of the budget for the instructional and academic support programs, and advise the President regarding the allocation of University resources;
- d) to develop and administer appropriate personnel policies, review and recommend faculty for appointment, retention, tenure, promotion, and leaves of absence;
- e) to work to maintain and enhance the quality and integrity of the University's academic programs in close consultation with the appropriate deans;
- f) to develop with the appropriate deans a system of review and development of new and existing academic programs;
- g) to approve all searches for academic positions
- h) to advise the President on University policy matters and serve as an *ex officio* member of the University Council and Faculty Senate;

- i) to serve as chairman of the Council of Deans and Chairs, the Rank and Tenure Committee, Faculty Development Committee, and as an *ex officio* member of all committees related to academic affairs.

6.6 The Provost gives due consideration to the recommendations of departmental chairs and other faculty members regarding academic matters. In addition, the Provost presides at faculty meetings and presents to the faculty all major matters and problems concerning the academic life of the University; is *ex officio* a member of the University Council; and is the chief custodian of all library property.

The Dean of Constantin College of Liberal Arts

6.7 The Dean of Constantin College of Liberal Arts is appointed by the President, after consultation with the Provost; the appointment requires the approval of the Board of Trustees. The Dean of Constantin College shall have the qualifications necessary for appointment to the regular faculty. The Dean of Constantin College reports to the Provost. The responsibilities of the Dean of Constantin College include the following:

- a) to approve the teaching schedules prepared by departmental chairs for members of the faculty;
- b) to work to maintain the quality and integrity of Constantin College's academic program;
- c) to develop an appropriate system of program review and a process for the development of new programs;
- d) to work to develop and administer appropriate personnel policies, review and recommend Constantin faculty for appointment, retention, tenure, promotion, and leaves of absence;
- e) to report to the Provost conditions within the College including curriculum, teaching loads, the conduct of classes, research, examinations, and other pertinent matters relating to students and faculty;
- f) to supervise all faculty searches within Constantin College. The Dean will consult with the Dean of the Braniff Graduate School of Liberal Arts in all searches where the position is also eligible to receive an appointment to the graduate faculty;
- g) to authorize all student degree programs, schedules, adds and drops, transfer credits, and permission to follow courses at other institutions;
- h) to supervise that part of the budget which pertains to Constantin College instruction;

- i) to chair the Undergraduate Curriculum Committee, the Committee on Academic Discipline, and to serve on the Undergraduate Committee on Admission and Financial Aid;
- j) to coordinate with the Dean of the Rome Campus all matters related to the academic program in Rome.

The Dean of the Braniff Graduate School

6.8 The Dean of the Braniff Graduate School of Liberal Arts is appointed by the President, after consultation with the Provost. This appointment must be ratified by the Board of Trustees. The Dean of the Braniff Graduate School of Liberal Arts shall have the qualifications necessary for appointment to the regular faculty.

6.9 The Dean of the Braniff Graduate School of Liberal Arts reports to the Provost.

6.10 Responsibilities of the Dean of the Braniff Graduate School of Liberal Arts include but are not limited to the following:

- a. to work in concert with the Dean of Constantin College in all searches where the position is also eligible to receive an appointment to the graduate faculty;
- b. to develop and implement a strategy for the academic, enrollment, and operational programming of the School that is consonant with its mission;
- c. to develop and implement an appropriate system of program review and a process for the development of new programs;
- d. to report to the Provost conditions within the School, including curriculum, teaching loads, the conduct of classes, research, examinations, and other pertinent matters relating to students and faculty;
- e. to ensure that all requirements for the maintenance of accreditation specific to the college are met;
- f. to appoint the Directors of the IPS Graduate Program, as well as the Directors of the other Master's Programs in Liberal Arts, after consultation with the Dean of Constantin College and the appropriate department chairs;
- g. to chair the Braniff Liberal Arts Graduate Curriculum Committee;
- h. in collaboration with the Directors of the several graduate programs, to prepare and approve teaching schedules of the graduate faculty;
- i. to report to the chief academic officer conditions affecting teaching loads, conduct of classes, research, examinations, and other pertinent matters;

- j. to develop and administer appropriate personnel policies, and review and recommend Braniff graduate faculty for appointment, retention, tenure, and promotion;
- k. having heard the chairs or director of the graduate program for which a candidate has been accepted, to give final authorization for degree programs, schedules, and the acceptance of courses taken at other institutions;
- l. to review and approve that part of the budget which pertains to graduate instruction in the Braniff Graduate School of Liberal Arts;
- m. to build and maintain relationships with students, alumni and friends of the School for the purpose of improving enrollments, fundraising, the quality of programs, and the reputation of the School;
- n. to devise and implement marketing and enrollment strategy effective for maintaining and building graduate enrollment in the School;
- o. to inform the Dean of the Library concerning the quality of graduate holdings in the library.

6.11a The Dean of the Braniff Graduate School of Liberal Arts is *ex officio* a member of the University Council.

6.11b The Dean of the Braniff Graduate School of Liberal Arts is *ex officio* a member of the Council of Deans and Chairs.

6.11c The Dean of the Braniff Graduate School of Liberal Arts is *ex officio* a member of the Council of Deans.

The Dean of the Satish & Yasmin Gupta College of Business

6.12 The Dean of the Gupta College of Business is appointed by the President of the University, after consultation with the Provost. This appointment must be ratified by the Board of Trustees. The Dean of the Gupta College of Business shall have the qualifications necessary for appointment to the regular faculty.

6.13 The Dean of the Gupta College of Business reports to the Provost.

6.14 The duties and responsibilities of the Dean of the Gupta College of Business include the following:

- a) to develop and implement a strategy for the academic, enrollment, and operational programming of the College that is consonant with its mission;
- b) to work to maintain the quality and integrity of the academic program and brand image of the Gupta College of Business;

- c) to develop and implement an appropriate system of program review and a process for the development of new programs;
- d) to work to develop and administer appropriate personnel policies, review and recommend Gupta College of Business faculty for appointment, retention, tenure, promotion, and leaves of absence;
- e) to report to the Provost conditions within the College including curriculum, teaching loads, the conduct of classes, research, examinations, and other pertinent matters relating to students and faculty;
- f) to ensure that all requirements for the maintenance of accreditation specific to the college are met;
- g) to review and authorize exceptions to admissions, curriculum, and tuition policies as necessary;
- h) to review and approve that part of the University budget which pertains to the Gupta College of Business;
- i) to chair the Committee on Rank and Tenure if the conditions of clause 5.16.a obtain;
- j) to build and maintain relationships with students, alumni, industry professionals, and friends of the College for the purpose of improving enrollments, fundraising, and the quality of programs;
- k) to devise and implement a marketing and enrollment strategy effective for building and maintaining graduate enrollment in the College.

6.15 The Dean of the Gupta College of Business is *ex officio* a member of the University Council.

The Dean of the Neuhoff School of Ministry

6.16 The Dean of the Neuhoff School of Ministry is appointed by the President of the University, after consultation with the Provost. This appointment must be ratified by the Board of Trustees. The Dean of the Neuhoff School of Ministry shall have the qualifications necessary for appointment to the regular faculty.

6.17 The Dean of the Neuhoff School of Ministry reports to the Provost.

6.18 The duties and responsibilities of the Dean of the Neuhoff School of Ministry include the following:

- a) to approve the teaching schedules prepared by members of the faculty;

- b) to work to maintain the quality and integrity of the academic program of the Neuhoff School of Ministry;
- c) to develop an appropriate system of program review and a process for the development of new programs;
- d) to work to develop and administer appropriate personnel policies, review and recommend Neuhoff School of Ministry faculty for appointment, retention, tenure, promotion, and leaves of absence;
- e) to report to the Provost conditions within the School including curriculum, teaching loads, the conduct of classes, research, examinations, and other pertinent matters relating to students and faculty;
- f) to supervise all faculty searches within the Neuhoff School of Ministry;
- g) to authorize all student degree programs, schedules, adds and drops, and permission to follow courses at other institutions;
- h) to supervise that part of the budget which pertains to Neuhoff School of Ministry instruction;
- i) to chair the Committee on Rank and Tenure if the conditions of clause 5.16.a obtain.

6.19 The Dean of the Neuhoff School of Ministry is *ex officio* a member of the University Council.

Assistant/Associate Provosts and Deans

6.20 After consultation with the Provost, the President may appoint Assistant or Associate Provosts and Deans in the Constantin College of Liberal Arts, the Braniff Graduate School Liberal Arts, the Gupta College of Business, and the Neuhoff School of Ministry. These Assistant or Associate Deans and Provosts will perform duties delegated to them by the Provost or the relevant Dean.

The University Registrar

6.21 The University Registrar is appointed by the President of the University after consultation with the Provost, and is responsible to the latter.

6.22 The major responsibilities of the University Registrar are:

- a) to maintain the permanent academic records of student in all colleges;

- b) to make frequent reports of undergraduate students' scholastic standing to the Provost and the Deans of Constantin College, the Neuhoff School of Ministry, and the Gupta College of Business;
- c) to provide faculty members with class rosters at the beginning of each term, to inform them of deletions or additions to these rosters which have been approved by the Deans of Constantin College, the Neuhoff School of Ministry, or the Gupta College of Business, and to assist them with information concerning student transcripts and academic programs;
- d) with the exception of those students in the Graduate School of Management, to maintain degree plans for students, to present to the Provost the names of students who qualify for graduation, and to order diplomas for those who have been approved by the faculty, Council of Deans and Chairs, and Board of Trustees for degrees;
- e) to prepare records for prospective students who have been accepted by the Office of Admissions;
- f) to provide academic transcripts to those whose records are clear of encumbrances.

The Dean of the Library

6.23 The Dean of the Library is appointed by the President and is directly responsible to the Provost. The Dean shall have the qualifications necessary for appointment to the library faculty.

6.24 The Dean of the Library exercises jurisdiction over the personnel of the library, initiates and recommends new appointments to the professional library staff, and prepares a budget for each fiscal year.

Department Chairs and Program Directors

6.25 Instruction at the University of Dallas is organized into major academic units within each college or school. In Constantin College, each department is headed by a chair; programs within departments are headed by program directors; concentrations are headed by concentration directors. In the Braniff Graduate School of Liberal Arts, there are program directors. The undergraduate and graduate programs in the Gupta College of Business, including the Graduate School of Management, are headed by assistant or associate deans, as designated by the Dean of the Gupta College of Business. The programs of the Neuhoff School of Ministry, undergraduate as well as graduate, are headed by program directors.

6.26 In Constantin College, department chairs are appointed by the President upon recommendation of the Provost and after consultation with the Dean. Program directors and concentration directors are appointed by the appropriate Dean. Program directors in the Braniff Graduate School of Liberal Arts are appointed by the Braniff Graduate Dean, after consultation with the Dean of Constantin College and appropriate department chairs.

6.27 Appointment of Department Chairs. Department chairs will be appointed for three-year terms. In the spring of the academic year preceding the scheduled appointment, an announcement will be made to department members that the time has come for appointment or reappointment of a member of the department to the position of chair for a three-year term. Each regular faculty member in the department will be consulted individually concerning his or her willingness to serve as chair, if selected, and his or her preference for chair from amongst the other regular faculty members in the department. The Dean of Constantin College will be responsible for this consultative process, and, upon its conclusion, will recommend the appointment of a member of the department to the Provost, who in turn will make a recommendation to the President.

6.28 In Constantin College, each department head or concentration director is the chief administrator of the department or concentration and has a major responsibility for ensuring the quality of courses in that department or concentration. In addition, the department head or concentration director designs the structure of the departmental or concentration offerings (saving the rights of the appropriate curriculum committees and the Faculty Senate), and, in consultation with the appropriate dean, plans the course offerings for each year and the assignment of teaching duties to each member of the department or concentration. The department head or concentration director also authorizes expenditures within the limits of the approved budget. Furthermore, the department head certifies the equivalence of courses transferred from other institutions into the program, prepares an annual report on the faculty (as specified in 2.10), as well as an annual “state of the department” report, and recommends the appointment of new faculty members and the promotion of members within the department or program.

6.29 The chair of a department in Constantin College is directly responsible to the Dean of the College. *Ex officio*, the chair is a member of the Council of Deans and Chairs and the Undergraduate Council. On behalf of the department, the chair supervises all interdepartmental affairs. The director of a concentration within a Constantin department is directly responsible to the chair of that department; in the case of interdisciplinary concentrations, the director reports to the Dean. The director of a program within the Braniff Graduate School of Liberal Arts or the Neuhoff School of Ministry is directly responsible to the appropriate dean. On behalf of the program, the director supervises all matters which relate that program to others within the University.

APPENDIX TO CHAPTER 2

Guidelines for the Establishment of Endowed Chairs and New Schools

The following guidelines for the establishment of endowed chairs and new schools are meant to offer suggestions about best practices for how to proceed generally in such cases, but are not meant to bind the administration or Board in any way.

New Schools

NS1 Committee for New Degree-Granting College, School, or Institute

NS1.a When the consideration of a new degree-granting college, school, or institute (however it is named) has reached a serious level of consideration, the Provost will constitute a preliminary committee to investigate the desirability, suitability, and feasibility of such a college, school, or institute. Similarly, when a new level of degree is being considered within an already existing school, the Provost will constitute a preliminary committee to investigate the desirability, suitability, and feasibility of such a new level of degree-granting. The consensus of the preliminary committee toward such a college, school, institute, or new degree within an already existing school—positive or negative—will be articulated in a report for the Provost. If the consensus is positive, the Provost will present the Faculty Senate and the President with this report.

NS1.b The Provost, in consultation with the President and the Board of Trustees, will then form a full committee, based upon the membership of the preliminary committee, but expanding the membership where appropriate. This committee will be tasked with the creation of a full-scale proposal for the college, school, institute, or new degree within an already existing school, that is under consideration. The committee will submit this proposal to the Provost and the President, who will then present this proposal to the Faculty Senate (and already standing curriculum committees, where appropriate) for consideration.

NS1.c The preliminary committee should consist of at least the following members: the Provost (or Provost's delegate); the deans of colleges or schools immediately affected by the proposed college, school, or institute, or new degree; the chairs (or their delegates) of departments immediately affected by the proposed college, school, or institute; at least two additional faculty members of departments immediately affected; an officer of the Senate (or delegate of the Senate officers); and, when appropriate, outside experts for consultation.

NS1.d The preliminary committee shall consider the following questions:

- the relation of the mission of the proposed college, school, institute, or new degree to the mission of the University and to the missions of related colleges or schools;
- the fiscal viability of the proposed school, college, institute, or new degree;
- the need for logistical support, both operational and academic;
- the internal organizational structure of the proposed school, college, institute, or new degree in relation to current organizational structures;
- faculty status;

- curriculum and instruction.

NS1.e The full committee shall consider the following issues in order to produce a full-scale proposal for the new college, school, institute, or new degree:

- the relation of the mission of the proposed college, school, institute, or new degree to the mission of the University and to the missions of related colleges or schools;
- the fiscal viability of the college, school, institute, or new degree;
- the need for logistical support, both operational and academic;
- the internal organizational structure of the proposed college, school, institute, or new degree in relation to current organizational structures;
- faculty status: for example, representation in the Senate and on standing committees;
- criteria for tenure and promotion;
- curriculum and instruction;
- accreditation;
- relation to external organizations;
- necessary changes to the Faculty Handbook.

NS2 Committee for New Non-Degree-Granting Programs or Centers

NS2.a When the prospect of new non-degree-granting program or center (however it is named) whose scope, purpose, and effect lies outside the already established responsibilities of a college, school, institute, or department, has reached a serious level of consideration, the Provost will constitute a preliminary committee to investigate the desirability, suitability, and feasibility of such a program or center. The preliminary consensus of the committee regarding such a program or center, positive or negative, will be articulated in a report for the Provost. If the preliminary consensus is positive, the Provost will present the Faculty Senate and the President with this report.

NS2.b The Provost, in consultation with the President, will then form a full committee, based upon the membership of the preliminary committee, but expanding the membership where appropriate, which will be tasked with the creation of a full-scale proposal for the program or center under consideration. The full committee will submit this proposal to the Provost and the President, who will then present this proposal to the Faculty Senate (and already standing curriculum committees, where appropriate) for consideration.

NS2.c The preliminary committee should consist of at least the following members: the Provost (or Provost's delegate); the deans of colleges or schools immediately affected by the proposed program or center; the chairs (or their delegates) of departments immediately affected by the proposed program or center; at least two additional faculty member of departments immediately affected; an officer of the Senate (or delegate of the Senate officers); and, when appropriate, outside experts for consultation.

NS2.d The preliminary committee shall consider the following questions:

- the relation of the mission of the proposed program or center to the mission of the University and to the missions of related colleges, institutes, schools, or departments;
- the fiscal viability of the program or center;
- the need for logistical support, both operational and academic;
- the internal organizational structure of the proposed program or center in relation to current organizational structures;
- faculty status;
- curriculum and instruction.

NS2.e The full committee shall consider the following issues in order to produce a full-scale proposal for the new program or center:

- the relation of the mission of the proposed program or center to the mission of the University and to the missions of related colleges, institutes, schools, or departments;
- the fiscal viability of the program or center;
- the need for logistical support, both operational and academic;
- the internal organizational structure of the proposed program or center in relation to current organizational structures;
- faculty status;
- curriculum and instruction;
- accreditation;
- relation to external organizations;
- necessary changes to the Faculty Handbook.

Endowed Chairs

EC1 Endowed Chair. An endowed chair is a faculty position that receives all or part of the funding for that position from an endowment fund. Often, an endowed chair is targeted to a particular, focused interest of teaching or research within a school, college, department, or program. Endowed chairs are usually named in honor of a major donor or for someone the donor wishes to honor.

EC2 Types of Endowed Chairs. There are three types of endowed chairs, as identified in sections EC2.a, b, and c. Other types of endowed chairs require the approval of the President. During the process of creating a new endowed chair of any type, the Provost will establish an Endowed Chair Committee at the appropriate time to provide guidance and to make recommendations to the Provost and President. The Endowed Chair Committee is described in section EC.6.

EC2.a Department, College, or School Endowed Chair. An endowed chair typically provides funding to establish a new faculty line within a department, college, or school. In Constantin or Braniff, the chair is attached to a specific department in Constantin College. College or school endowed chairs are attached to either the Gupta College of Business or the Neuhoff

School of Ministry. Dual appointments are possible. The holder can either be tenured or non-tenured. An appointment of a new faculty member with tenure requires the recommendation of the host academic department(s), college, or school, the review and recommendation of the Rank and Tenure Committee, the recommendation of the Provost, and appointment by the President. The chair can be filled by an existing faculty member, or associated with recruitment of a new faculty member. An appointment to an endowed chair is ordinarily for a fixed term. Appointments can be renewed or rotated to another faculty member.

EC2.b. Endowed Professorship. An endowed professorship typically provides additional funding for an existing faculty line. The professorship would be attached to an academic department (in the case of Constantin/Braniff) or to the college/school (in the case of the Gupta College of Business or the Neuhoff School of Ministry). Dual appointments are possible. The holder can either be tenured or non-tenured. The appointment to this chair can be filled by an existing faculty member, or associated with recruitment of a new faculty member if an existing faculty line becomes open. An appointment of a new faculty member with tenure requires the recommendation of the host academic department(s), college, or school, the review and recommendation of the Rank and Tenure Committee, the recommendation of the Provost, and appointment by the President. An appointment to an endowed professorship is ordinarily for a fixed term. Appointments can be renewed or rotated to another faculty member.

EC2.c. Endowed Fellowship. The holder of an endowed fellowship is ordinarily a current faculty member who receives temporary support for a year or two. It can also be used to support a short-term position for a visiting distinguished scholar. In the case of the Gupta College of Business, for instance, the award can also go to a distinguished visiting business executive. Another possible use of an endowed fellowship would be to support a one or two-year post-doctoral position for teaching and research at the University for promising scholars.

EC3 Search and Appointment. The process of advertising, conducting a search, and making an appointment to an endowed chair will conform to the practice as outlined in the Faculty Handbook and to the customs that prevail in the host department(s), school, or college. Where necessary, the process will involve collaboration with the Rank and Tenure Committee.

EC4 Renewal Protocol. In cases where the terms of appointment to an endowed chair, professorship, or fellowship permit the holder to renew his or her appointment, he or she will submit his or her request to the appropriate chair or dean. The chair's or dean's recommendation will be forwarded to the Provost, who after consultation with the chair(s) or dean(s), will forward his or her recommendation to the President. If in any significant way the terms of the reappointment differ from the terms of the chair as originally established, those changes will be submitted to an Endowed Chair Committee for its review and recommendation. Requests for renewal should be submitted early enough so as to allow a proper search for new candidates in the event that a renewal request is denied.

EC5 Changes to a Constituted Endowed Chair. Subsequent to its original establishment, any significant change to the description of an established endowed chair—for instance, with respect to its mission or purpose, the duties or responsibilities of the holder of a chair, or its operational structure and fit with its host department, college, or school—will be submitted to an

Endowed Chair Committee for its review and recommendation to the President. Such revision can only take place with the appropriate compliance with the rules of professional standards regarding contracts with donors.

EC6 Endowed Chair Committee. The committee will be composed of (1) the Provost or his designee, (2) a faculty member to be nominated by the Faculty Senate for a three-year term to serve on the endowed chair committees established during the term of his or her term of appointment, (3) a faculty member chosen by the Provost to serve on a given endowed chair committee, (4) a faculty member representing the unit(s) that will host the endowed chair, to be chosen by the head of the unit(s), and (5) a representative of the Advancement Office, who will act as resource person or liaison with the Office of Advancement. In the event that an endowed chair is intended to be cross-disciplinary it may be advisable to have on the committee representatives of all departments which the endowed chair will directly affect in terms of course offerings and significant service obligations. The responsibilities of the Endowed Chair Committee are described below.

(1) The *first responsibility* of this committee will be to give an institutional or operational description of the proposed endowed chair. Elements to be considered include:

- (a) a statement of the especial purpose or mission to be served or honored in accordance with the donor's intent;
- (b) the chair's specific responsibilities (for example, in areas of teaching, research, lecturing, community development, and so forth);
- (c) how the chair fits into the university governance and administrative structures (for instance, to what office and in what department, school, or college head does the holder of the chair report for matters such as course assignments, annual reviews, budgetary disbursements and oversight, secretarial support);
- (d) term of appointment to the endowed chair, and whether an appointment is renewable or not;
- (e) a review this "institutional/operational description" of the endowed chair with a view to its consistency with both (i) the donor's wishes and (ii) the host department, school, or college's identity, mission, and responsibilities for course assignments and degree requirements.

(2) The committee's *second responsibility* will be to consult with the chair and/or dean of the department, school, or college that will host the proposed endowed chair. In its consultation it will seek an agreement of understanding on the portions of the proposed chair's duties and privileges that overlap with prerogatives of the department, school, or college in matters such as course assignment, committee assignments, academic advising, thesis/dissertation direction, secretarial services, and so forth.

(3) The committee's *third responsibility* will be to prepare a set of criteria to be included in a description of the endowed chair and its responsibilities, especially as they would be represented in advertising the chair and appointment to the chair. Necessary criteria include:

- (a) academic rank;

- (b) term of appointment and whether it is renewable or not;
- (c) rotating/non-rotating;
- (d) reporting requirements, as for instance, an endowed chair in the Gupta College of Business would report to the Dean and an endowed professorship in Education would report to the Constantin departmental chair;
- (e) review requirements and/or annual reports;
- (f) tenure/non-tenure; and
- (g) other items such as administrative support, travel and research support, course assignments, research requirements and other needs will generally be covered.

(4) A *fourth responsibility* will be to forward to the dean or Provost its recommendation regarding the description, responsibilities, and terms of the proposed endowed chair. It will also respond to follow-up concerns that might be raised by the President or his designee. It is the responsibility of the President or his designee to announce the establishment of an endowed chair.

EC7 Extraordinary Circumstances. If due to extraordinary circumstances, it is not feasible to call upon an Endowed Chair Committee, then the President or his designee will, in the early stages of the negotiations, inform by letter the officers of the Faculty Senate and the chair(s) and dean(s) of the academic units which will host the prospective endowed chair. In this letter the President will explain the steps to be taken to take into account the prerogatives of the host unit(s) with respect to curriculum, teaching assignments, and major service obligations in the terms of the proposed endowed chair.