



NOTRE DAME
COLLEGE

FACULTY HANDBOOK

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General Statement

This NDC Faculty Handbook contains the approved policies and procedures of Notre Dame College concerning the terms and conditions of faculty employment for members. This handbook is incorporated by reference into the individual employment contract of each faculty member. Where the terms and provisions of an individual contract of a faculty member are inconsistent with the general policies contained herein, the provisions of the individual contract shall control. Otherwise, the provisions of this Handbook will remain in effect until changed by the procedures contained herein. Should there be any misapplication, misinterpretation or violation of specific provisions of this Handbook, the faculty member involved should take one of the following steps: (i) report the violation to the Vice President for Academic Affairs, to another officer of the College, or to the Steering Committee of the Faculty Senate, or (ii) file a grievance pursuant to the grievance procedures found in Section 12.

1. Faculty Membership

The College is a community composed of several identifiable groups. They are interdependent and interact in a variety of modes to produce the joint effort essential to the vitality of the College. Among these groups are the Board of Directors, the officers of the administration, administrative personnel, the faculty, the staff and the students. These groups are not mutually exclusive.

Full-time faculty members are ranked in the following manner: instructor, assistant professor, associate professor, or professor. Those faculty members who are not full-time may be professor emeritus, temporary, pro-rata, or part-time/adjunct.

1.2 Full-Time Faculty

Full-time faculty members are those who teach 24 credit hours or the equivalent as agreed-upon by the Vice President for Academic Affairs and approved by the President and the faculty member, for a given academic year.

1.2.1 Ranks of Faculty

The ranks of faculty are instructor, assistant professor, associate professor and professor. The status of those who hold this rank may be active, retired, or on leave. The entering rank given a new faculty member will be determined on an individual basis at the time of contract, taking into consideration the individual's professional background and experience.

1.2.1.1 Instructor

Normally, the rank of instructor is given to a new member of the faculty serving a full-time appointment at the College. An applicable master's degree is the minimum requirement for this rank.

1.2.1.2 Assistant Professor

A person appointed to the rank of assistant professor serves on a full-time basis. This person must possess an applicable doctorate, equivalent training, or verified doctoral candidacy at the time of the appointment. A person may be appointed to the rank of assistant professor with a master's degree and evidence of further study in the appropriate teaching area through accredited courses, institutes, seminars, lecture series, or other meaningful experiences. Persons appointed to this rank are expected to show superior potential for teaching, advising and scholarly activities.

1.2.1.3 Associate Professor

Appointment as an associate professor requires recognition of exceptional teaching, scholarship and service attested to by colleagues, students, and administrative personnel. Normally, a minimum of five years is expected in the rank of assistant professor before advancement to the level of associate professor. An appointment as associate professor may be tendered to a new faculty member who held the same or equivalent rank at another institution.

Ordinarily, a doctorate or other terminal degree is required for this rank. In exceptional cases, other advanced academic work or related work experiences may be considered. In addition, there must be evidence of contributions to the advancement of knowledge through excellent teaching, research, publications, guest lectures, or their equivalent in the arts.

Refer to NDC Faculty Handbook Section 7 for details of the promotion process.

1.2.1.4 Professor

Appointment to the rank of professor recognizes a high level of professional maturity accompanied by a record of outstanding accomplishments in teaching, scholarship, and service. Civic/community involvement, while not required, is an asset. All requirements for the rank of associate professor apply to the rank of professor.

In general, the professorship is reserved for those with a doctoral degree who are leaders in the academic community and whose presence on the faculty adds to the prestige of the College. Evidence of contributions to the advancement of knowledge in the form excellent teaching, research, publications and guest lectures should mark the career of an applicant for the rank of professor.

Normally, a minimum of five years' experience as an associate professor, three of which must be served at Notre Dame College, is expected before advancement. An appointment to professor may be tendered to a new faculty member with a record of distinguished service at another institution.

Refer to NDC Faculty Handbook Section 7 for details on the promotion process.

1.2.2 Variance of Criteria

Upon request from the department/division chair to the Vice President for Academic Affairs, the foregoing criteria for ranked faculty members may be modified or waived to accommodate extraordinary circumstances or to otherwise meet the needs of the College. A variance of criteria will generally occur when a faculty member comes to the College with expertise not reflected by the rank the individual held during previous employment.

1.2.3 Grandparent Clause

Faculty hired prior to January 1, 1990 may choose to follow the guidelines for academic rank as defined below:

1.2.3.1 Assistant Professor

1. Five years of successful teaching at the college level.
2. A master's degree, followed by further study in the applicable teaching area, either in accredited courses or in institutions, seminars or lecture series, etc.

1.2.3.2 Associate Professor

1. At least seven years of successful college teaching.
2. A doctorate or at least the equivalent required advanced courses, without the dissertation.
3. Contribution to the advancement of knowledge as evidenced by excellent teaching, research, publications, lectures, etc., or their equivalent in the arts.

1.2.3.3 Professor

1. At least ten years of successful college teaching.
2. A doctorate or the equivalent in the candidate's particular branch of study.
3. Significant contributions to the advancement of knowledge as evidenced by excellent teaching, research, publications, lectures, etc., or their equivalent in the arts.

1.3 Part-Time/Adjunct Faculty

Part-time/Adjunct faculty members are those who receive a per-course contract each term and who teach up to 12 credit hours per academic year. They are usually selected by the appropriate division/department chairperson. These faculty members receive no employee benefits and they do not accrue time towards promotion or sabbatical.

1.3.1 Part-Time/Adjunct Qualifications

A person assigned the title of part-time adjunct faculty should meet or exceed the minimal academic requirements set forth for the position of Instructor. In lieu of these requirements, considerable experience in an appropriate technical, artistic, or professional field may be substituted.

1.3.2 Part-Time/Adjunct Duties

These faculty usually have no other duties and responsibilities except those listed in Section 9 of this handbook.

1.4 Pro-Rata Faculty

Pro-rata faculty are faculty members who are given an appointment equivalent to more than part-time, but less than that of a full-time faculty member. They may be employed using yearly or multi-year contracts. Such pro-rata faculty have pro-rata contractual rights to pro-rata promotion, sabbatical leave and fringe benefits. They are full voting members of the faculty and have responsibilities, as contractually specified, for advising, serving on committees and all other responsibilities of full-time faculty members.

1.5 Special Appointment Faculty**1.5.1 Professor Emeritus**

The title of professor emeritus may be conferred upon a retired faculty member in recognition of outstanding service to the College for an extended period of time, which is normally ten years of

service or more at the College, five of which the person shall have held in the professorial rank. Appointment to this rank shall be based on recommendation of the department/division chairperson, the Vice President for Academic Affairs and the President of the College. Such appointment shall be approved by the Board of Directors. (See Subsection 9.2 Voting Rights.)

1.5.2 Temporary/Visiting Faculty

The College may appoint a temporary faculty member on a full-time or pro-rata contract basis. These contracts may be designated as visiting positions. Service under such contracts does not count for promotion or a sabbatical leave unless such service is explicitly recognized in writing by the Vice President for Academic Affairs at the time of hire. An individual may occupy a temporary faculty position for a maximum of 3 years, by which time the position should be either made regular full-time or eliminated. Temporary faculty members are not eligible for promotion, but may apply for open regular full-time faculty positions. Temporary faculty shall have duties and responsibilities as outlined in subsection 9.13.3. Any deviation from subsection 9.13.3 shall be detailed in the individual's contract. Temporary faculty members are eligible for faculty growth and development funds and have voting rights in the Faculty Senate.

1.5.3 Summer School Appointments

Applicable division/department chairpersons can recommend appointments for summer academic terms. Each appointment must be approved by the Vice President for Academic Affairs before a contract may be issued. Appointments to summer teaching positions should be rotated to the fullest extent possible among all qualified faculty who are interested. Teaching evaluations of summer school faculty are made by the respective member's division/department chairperson.

1.5.4 Joint Appointments

A faculty member may hold a joint appointment in two divisions/departments at the College, either by a department/division request or an individual request.

1.5.4.1 Approval of Both Divisions/Departments

With the approval of both divisions/departments, a faculty member may initially be hired on a joint appointment. The specific distribution of teaching load will be set forth in writing at the time of appointment.

1.5.4.2 Request for Joint Appointment

A faculty member may request a joint appointment. Before such appointment is made, the Vice President for Academic Affairs will ensure that both divisions/departments agree to the arrangement. At the time of appointment, the Vice President for Academic Affairs will provide, in writing, an allocation of the teaching load between the divisions/departments involved.

A joint appointment carries the expectation that the faculty member will participate when possible in both divisions/departments, attending departmental meetings and performing such duties as are normally expected of a faculty member in each division/department.

Each person holding a joint appointment will be identified with a "home" or "primary" division/department which will be used for purposes of voting, committee memberships,

catalog listing, etc. By written agreement, the home division/department will have the first claim to the teaching assignment of a faculty member.

1.6 Graduate Faculty

Graduate faculty members possess a Ph.D. (or its equivalent) and teach one or more courses at the graduate level. If full-time, they also serve as advisors to graduate students completing their research projects.

1.7 Instructional Equivalency Policy

The following Instructional Equivalency Policy will be used in determining the workload of full-time and part-time faculty members.

1. Faculty will receive a 2-semester hour equivalent for every 2.5-hour lab taught.
2. Faculty will receive a 4-semester hour equivalent for every 5-hour studio course taught.
3. Faculty who supervise student teachers will receive $\frac{1}{2}$ semester hour equivalent for each student supervised.
4. Credit for team-taught courses will be divided among those faculty members teaching the course on an equal or an equitable basis.
5. Supervision of Directed Study, and Independent Studies will receive $\frac{1}{3}$ of the credit earned by the student or students. The Office of Academic Affairs must approve all Directed Studies and Independent Studies.
6. Graduate faculty involved in supervision of thesis research projects will be compensated at an overload rate of $\frac{1}{2}$ credit hour per student.
7. Some extra-curricular activities require professional supervision or direction. Theater productions, PIVOT, directing the choral club and supervising the College newspaper are included under this grouping. As a norm, when a full-time faculty member teaching a full load supervises or directs any of the indicated extra-curricular activities, the faculty member will be given a stipend or a course equivalent.
8. Nursing faculty protocols are set forth in the Nursing Handbook in the office of the chairperson of the nursing division.

The equivalency or remuneration for activities not contained in the above listing will be determined either at the time of contract, or upon subsequent written mutual agreement of the Vice President for Academic Affairs and the faculty member.

2 Contract Policies

Signed contracts setting forth the legally enforceable rights and obligations of a faculty member and the College, are issued as set forth below. The Vice President for Academic Affairs is responsible for preparing all faculty contracts. The College President issues contracts to full-time and pro-rata faculty for each academic year no later than March 15. No other person has the authority to prepare or issue faculty contracts.

Term contracts at the College are provided to faculty members, and are specifically limited to the term of employment outlined in the applicable contract. Term contracts do not confer upon any faculty member an entitlement or expectation of continued employment after the term specified in the employment contract expires.

3 Rationale for the Academic Programs

3.1 Any academic program is based on and builds upon the mission of Notre Dame College: to educate graduates in the tradition of the Sisters of Notre Dame for personal, professional, and global responsibility.

3.2 Structure

An academic organization is a means to support the instructional program and to provide for communication, cooperation, and accountability among faculty members and administration.

At Notre Dame College, the academic organizational structure includes academic departments and programs within academic divisions under the Office of Academic Affairs.

3.3 Vice President for Academic Affairs

The Vice President for Academic Affairs is the chief academic officer of the College acting under the authority and direction of the President of the College and is directly responsible for all academic matters.

3.4 Academic Divisions

The disciplines included in the curriculum are organized in a divisional and departmental structure. The divisions are groupings of disciplines in related academic areas for the purpose of providing organizational support and professional interaction. To provide appropriate organizational support, each division shall have a chair who will be responsible to the Vice President for Academic Affairs. Within some divisions there may be departments which represent individual or combined disciplines and programs. No division and no department is autonomous, rather each is an integral part of the whole College. The division may serve as a forum for faculty interaction, particularly for sharing faculty in-service and educational opportunities. The division may also serve as a means of fostering collaboration on projects sponsored by combined departments.

3.5 The Academic Divisions and Departments are:

Divisions	Departments within Divisions
Arts and Humanities	English/Communication/Languages/Theatre Fine Arts History and Political Science Theology and Pastoral Ministry Philosophy Security Policy Studies
Business Administration	Accounting Business Administration Economics Management Management Information Systems Human Resource Development Marketing Sport Management International Business
Nursing	This division has no discrete departments.
Professional Education	Early Childhood Education Middle Childhood Education Adolescent Young Adult Special Education Reading Education Technology Graduate Studies
Sciences and Mathematics	Biology Chemistry and Physics Health Sciences Mathematics Psychology

3.6 Division Chairs

3.6.1 Selection and Term

The division chair is a full-time member of the faculty who is elected by the eligible voting faculty within each division (the sole exception being the Nursing Division, where the chair is appointed by the VPAA). To insure continuity on the Educational Policy and Planning Committee of the Faculty Senate, one division each year will elect a chair for a five-year term. The division will submit to the VPAA a slate of candidates for chair. The VPAA will accept the slate or speak to the faculty member(s) on the slate if he/she does not approve the candidate(s). The revised list will be returned to the division for their vote. New chairs will be elected on a rotating basis. Business Administration elects a new chair to begin office in 2011-12; Sciences and Mathematics elects a new chair to begin office in 2012-13; Arts and Humanities will elect a new chair to begin office in 2013-14; Professional Education will elect a new chair to begin office in 2014-15 year.

Division chairs will receive a minimum of one course release per semester. Further course releases are granted to chairs based on the number of majors in the division, the number of courses offered in the division, and the number of full-time and adjunct faculty in the division. Elections will be held in the fall to allow the chairperson-elect to learn from and receive transition assistance from the outgoing chair.

The Office of Academic Affairs provides funds for a new chair to attend a national conference to prepare for his/her division leadership role. The Office of Academic Affairs will organize at least one on-campus in-service for all chairs per year.

3.6.2 Responsibilities of the Division Chair

A. Academic Programs

1. Represents her/his respective division on the Educational Policy and Planning Committee of the Faculty Senate and in other college forums at the request of the Vice President for Academic Affairs
2. Coordinates the development and maintenance of the curriculum and course offerings
3. Coordinates to ensure catalog and degree requirement sheets are current in conjunction with respective departments
4. Plans course sequence and rotation to ensure that course schedules are prepared in a timely manner in conjunction with respective departments
5. Ensures academic program quality through program assessment
6. Initiates requests for curricular changes to the Educational Policy and Planning Committee based on periodic evaluation of programs
7. Prepares recommendations for the revision of division/departmental objectives, programs, and course descriptions for the catalog

B. Administrative

1. Coordinates teaching loads for all faculty and adjunct instructors in the division
2. Ensures interdepartmental coordination and cooperation
3. Provides written evaluation of all departmental faculty and staff every year (based on faculty professional record, teaching evaluations, and personal observation), and discusses evaluations with the VPAA

4. Coordinates in conjunction with respective departments hiring of new full-time and adjunct faculty
5. Facilitates support for faculty teaching, scholarship, and service activities
6. Provides guidance to faculty concerning expectations regarding promotion
7. Makes recommendations to VPAA for appointments, promotions, sabbatical leaves, and released time of faculty after consultation with members of the division
8. Takes lead role in faculty and staff recruitment and retention
9. Coordinates orientation of new faculty with Vice-President for Academic Affairs
10. Functions as spokesperson and advocate for the division, both within and outside the College community
11. Convenes and presides over meetings of the division
12. Assists the Vice President for Academic Affairs in establishing and facilitating effective lines of communication between the administration, departments, and individual faculty members in their respective divisions
13. Mediates faculty grievances
14. Approves course substitutions for major's requirements
15. Endorses student graduation applications and serves as the final authority on completion of major requirements on degree audits in conjunction with department representatives and/or principal faculty member in a major
16. Assumes responsibility for other duties of the Division Chair as determined by the administrative structure adopted within each division

C. Students

1. Recruits students in cooperation with other members of the division and the Office of Admissions
2. Ensures that proper advising of majors takes place in the department and division
3. Promptly acts on student petitions/requests
4. Promptly addresses student concerns as appropriate
5. Mediates student grievances

D. Resource Management

1. Initiates resource and budget requests with justifications
2. Coordinates the maintenance of equipment and facilities as assigned to the divisions and department
3. Reviews budgets each fiscal year and recommends adjustments as needed

3.6.3 Evaluation

Each division chair will be evaluated by the faculty members within their respective divisions and the Vice President for Academic Affairs. Evaluations will be conducted in the summer following first and third year of appointment.

3.7 Department Heads

Departments which consist of three or more full-time faculty members will select a head to carry out the functions of the department.

3.7.1 Selection and Term

The Department Head will be selected by the eligible voting faculty within each department and referred, through the Division Chair, to the Vice President for Academic Affairs for appointment. The term of appointment of Department Representatives is normally for three years.

3.7.2 Responsibilities

The duties of the Department Head may include but are not limited to scheduling of classes within the department, hiring of adjunct instructors for courses within the department, and evaluating of adjunct faculty within the department. These duties must be done in coordination with the Division Chair.

3.7.3. Evaluation

Department Heads will be evaluated by the faculty members within their respective department and the Division Chair. Evaluations will be conducted in the summer following the first year as department head.

4. Guidelines for Search and Appointment of Faculty

4.1 Faculty Vacancies

When a full-time vacancy occurs, the Vice President for Academic Affairs, in consultation with the President, shall institute a program review based on the mission and strategic plan of the College, determining if the position will be filled and, if so, in what manner. When a division/department determines the need for new hires, they will present the request and rationale to the Vice President for Academic Affairs.

If the position is authorized, a search committee shall be formed under the leadership of the division/department chairperson responsible for that discipline. The Search Committee shall include a minimum of four faculty members including one faculty member outside the discipline. The Search Committee shall develop criteria for selection of the new faculty member.

The Vice President for Academic Affairs shall advertise the position, taking care to follow all applicable equal opportunity/affirmative action processes. A review of credentials, checking of references, and telephone interviews by the Search Committee will normally precede on-campus interviews of candidates.

On-campus interviews will normally involve a presentation by the candidate and opportunities for the candidate to meet and be interviewed by representative members of the campus community, including students. Prior to any commitment for employment by the College, the candidate must be interviewed by the Vice President for Academic Affairs. All commitments to employ, including job description and salary, are ultimately the province of the President, based on recommendations from the Vice President for Academic Affairs.

4.2 Accuracy of Credential Information

Official transcripts of all advanced degrees are to be provided to the Vice President for Academic Affairs for inclusion in the faculty personnel file. No contracts will be issued until the Vice President for Academic Affairs receives documentation of credentials, including degrees completed. Any evidence of falsification or material omission of facts and/or credentials will result in making an issued, signed contract null and void. Any evidence of falsification or material omission of facts and/or credentials discovered subsequent to hire will result in discipline, up to and including immediate termination of employment.

5. Faculty Personnel Files

Because appointment as a faculty member may lead to a continuing relationship with the College, it is essential that there be appropriate and detailed documentation to support official actions involving each individual, especially those actions pertaining to appointment and promotion, layoff and dismissal.

5.1 Official Academic Personnel and Evaluation File

Basic academic documents to be kept in each faculty's personnel file in the office of the Vice President for Academic Affairs shall include the following:

1. Letters and forms of application (originals)
2. Appointment, acceptance and promotion letters (originals)
3. Performance review, student evaluations, observation reports, and other documents relating to the faculty member's performance
4. The faculty member's current official transcripts
5. Information the faculty member or Vice President for Academic Affairs wishes to place in the file relating to his/her professional background or accomplishments

Additional personnel records are maintained by the Human Resource Office.

5.2 Access to Personnel Files

Official academic personnel and evaluation files are available on a need-to-know basis only to the Board of Directors, the President of the College or designee, the Vice President for Academic Affairs, the Director of Human Resources, the applicable department/division chairperson, the individual faculty member, or others specifically authorized in writing and signed by the President of the College. While access to the information in personnel files will be provided as set forth in this Section, the faculty member may not remove record itself from the office of the Vice President for Academic Affairs.

All files will be kept in strictest confidence and will be available only for confidential use and only to the individuals indicated above. However, for a valid reason, a faculty member may authorize, in writing, access to his or her own file by a person or persons not indicated above. Further, the College may permit access to and copying from such files, pursuant to lawful requests and identification by federal, state, or local agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

Faculty members may inspect and copy their own files by submitting a request to the Vice President for Academic Affairs. In response to an outside inquiry, the Office of the Vice President for Academic Affairs will confirm the fact of employment but not dates of employment. Further information is released as required by law or as authorized in writing by the faculty member.

6. Faculty Evaluation Procedures

All faculty are evaluated for the purposes of reappointment and salary increases, as well as to encourage professional growth and development. Ranked faculty are further evaluated for the purpose of promotion. Clear objectives, consistent methods, and openness will enhance the process and the outcome.

6.1 Ranked Faculty

Faculty Evaluation shall include at least four different elements: teaching, scholarship, service and professional development. To address each aspect of a faculty member's performance, multi-level evaluations will be used. Students, peers, department/division chairpersons, the Vice President for the Academic Affairs, and the faculty member himself/herself will complete these evaluations.

The Vice President for Academic Affairs will create and maintain a personnel file for each faculty member documenting performance and achievement while a member of the College community. The file will be arranged into four components: (1) Current Students and Alumnae Perspective, (2) Self Perspective, (3) Peer Perspective, and (4) Administration Perspective.

- Current Students and Alumni Perspective: Course evaluations, letters of commendation, complaint and/or nomination; written statements from surveys, interviews or the like; and other evidence submitted by current students and alumni will be included in each personnel file. Course evaluations shall be quantifiable for comparison both across courses taught and with the faculty as a whole.
- Self Perspective: Copies of Faculty Professional Record forms or other self-reports will be included in each personnel file.
- Peer Perspective: Written statements from any class visitation or any other written comments by fellow faculty and peers may be included in each personnel file.
- Administration Perspective: Copies of Faculty Evaluation Instruments completed by department/division chairpersons and the Vice President for Academic Affairs; summaries of course evaluations; letters of commendation, complaint and/or nomination; written statements such as reviews of course syllabi, final examinations, and other course materials; and any other source of administrative review will be included in this personnel file.

The placement and security of all documentation will be accomplished in a routine, consistent manner, and will be monitored by the Vice President for Academic Affairs. Upon request, a faculty member will have access to his or her personnel file for review.

Steps of the Faculty Evaluation Process

Step 1: The evaluation process generally begins in May with each faculty member submitting a copy of the Faculty Professional Record to the department/division chairperson. This document includes a self-evaluation of performance in teaching. In addition, the document contains a self-report on activities relating to scholarship, professional development, and service. Appropriate evidence documenting service may include, but not necessarily be limited to, the following:

- a. Active participation on the College's committees
- b. Active participation at divisional/departmental meetings
- c. Participation in decision-making and curriculum development processes
- d. Leadership in some area of college life-governance, faculty development, curriculum design and/or student development activities
- e. Serving as chair of a division/department, committee, or coordinator of a program or other administrative office
- f. Serving as advisor to a student organization or for student activities. Planning and/or participating in extracurricular student activities
- g. Planning and/or participating in curriculum-related enrichment activities outside normal course offerings
- h. Acting as a representative of the College to the larger local, regional, or national community
- i. Performing community service.

Appropriate evidence of professional development and scholarship shall consist of, but not necessarily be limited to the following:

- a. Ongoing inquiry in one's discipline, including attendance at workshops, classes, and conferences
- b. Scholarly productivity demonstrated by publications, or, where appropriate, artistic works and performance
- c. Willingness to share expertise with the College and the community at large
- d. Presentation of research findings and scholarly papers at professional meetings and before learned societies
- e. Application or nomination for research grants and projects
- f. Consulting.

The peer perspective can be unsolicited or solicited by the faculty member himself/herself, by the department/division chairperson, or the Vice President for Academic Affairs to add further insights into the faculty member's teaching, service, or professional activity. The peer perspective shall include any written statements resulting from any class visitation or any other written comments by faculty and peers.

Step 2: The department/division chairperson reviews documents from the faculty member himself/herself, peers, and student evaluations, and any supporting materials. The department/division chairperson completes a written narrative detailing an assessment of the materials. During a private conference, the department/division chairperson and faculty member

will discuss perceptions of the previous year, current performance, and areas for future growth and development. The faculty member must sign or initial the evaluation to show that the conference has taken place, noting any areas of disagreement with the department/division chairperson. All such statements will be attached to the department/division chairperson's evaluation of the faculty member.

Step 3: The department/division chairperson meets with the Vice President for Academic Affairs to present and discusses the faculty member's Professional Record, including evaluation statements and written conclusions from the faculty conference. The Vice President for Academic Affairs reviews all of the above, completes a separate written report and may discuss any concerns with the faculty member.

Step 4: The Faculty Professional Records of department/division chairpersons are reviewed by the Vice President for Academic Affairs in order to complete the faculty evaluation process. Care will be taken to distinguish between the department/division chairperson's dual responsibilities as faculty and administrator. After a private conference with the department/division chairperson, the Vice President of Academic Affairs records all comments and recommendations, then shares recommendations with the President.

If a faculty member feels that some portion of the personnel file is incomplete or inaccurate, the faculty member must follow the Faculty Grievance Procedure as defined in Section 4.12 of this Volume IV of the NDC Faculty Handbook.

Offers of reappointment are mailed to faculty within one week following the spring meeting of the Board of Directors.

6.2 Adjunct Faculty

During each semester or term of the first year and once each year thereafter, adjunct faculty are evaluated by their departmental/divisional chairpersons and the Vice President for Academic Affairs. Evaluation of the adjunct faculty members' performance will be based principally on student perspectives (primarily evidenced by student course evaluations); however, peer and administrative perspectives (as discussed above in Section 6.1) may also be used. A private conference may be called with the department/division chairperson and/or the Vice President for Academic Affairs to discuss performance and to make recommendations.

This process is normally completed at the end of each term.

7. Promotion Procedures

7.1 Initiation of the Process

A faculty member who meets the qualifications for a higher rank can apply for promotion. Although the faculty member must initiate the procedure, a department/division chairperson or the Vice President for Academic Affairs may encourage a faculty member to apply.

To initiate the procedures to be considered for promotion, the faculty member indicates his/her intentions on the Professional Record Form and submits a personal portfolio. All documents are to be submitted to his/her department/division chairperson by the first Friday in December.

7.2 Contents of Portfolio

In the personal portfolio, the candidate should clearly explain the manner and the degree to which he/she has met the criteria for the newly sought academic rank. The completed portfolio might include the following materials:

1. A cover letter in which the candidate states that he/she believes all specified requirements have been met and requests consideration for promotion
2. The Professional Record Form for the previous year
3. A current curriculum vitae
4. A comprehensive compilation of materials that reflect the candidate's application for promotion. This should include evidence of teaching, scholarship and College and community service.
 - a. Evidence of teaching should include a summary of teaching evaluations for the period since last appointment or promotion, copies of a sample of original instructional materials and all other pertinent supporting documentation which gives evidence of instructional achievement.
 - b. Evidence of scholarship should include copies of presentations at conferences or conventions, copies of published articles, books, reviews, works of art, abstracts or summaries of institutional grants, summaries of evaluation forms from invited lectures or workshops, evidence of professional study and certifications, and all other pertinent supporting documentation which gives evidence of academic achievement.
 - c. Evidence of service should include some of the following: letters and notes of appreciation from students and colleagues, documentation of committee membership, programs or other evidence from community organization, and all other pertinent supporting documentation which gives evidence of civic involvement.

All of these materials should be new for the period since the last promotion, or if the candidate is presently at the level of assistant professor, since the candidate's initial appointment at the College. Each promotion stands as an independent period and requires new evidence illustrating that all criteria for the new rank have been met.

7.3 Process and Timeline

The department/division chairperson reviews the material submitted by the candidate and evaluates the candidate's qualifications for reappointment and for promotion. The department/division chairperson forwards his/her written recommendations, citing reasons, along with the candidate's complete file to the Vice President for Academic Affairs before the beginning of Christmas break.

The Vice President for Academic Affairs, upon receipt of the promotion materials, will ask the Faculty Affairs and Development Committee to convene a Promotion Committee.

The membership of the Promotion Committee, as described in the Constitution Section 6 A 2, consists of four full-time faculty members at or above the rank being sought by the candidate, and the chair of the Faculty Affairs and Development Committee. The Chair of FADC may hold a rank lower than the one sought. Of the four full-time faculty members on the Promotion Committee, the candidate selects two while the Faculty Affairs and Development Committee selects the other two.

The Promotion Committee selects a chairperson and a secretary. The Promotion Committee will have access to all materials submitted by the candidate and will have the right to interview the candidate. Deliberations of the Promotion Committee will be held in confidence.

The members of the Promotion Committee will vote on the candidate's request for promotion and prepare a written recommendation to be submitted to the Vice President for Academic Affairs by the last day in February. This written recommendation must also be kept in confidence.

The Vice President for Academic Affairs will use the written recommendation from the Promotions Committee to assist him/her in preparing a recommendation for the President and the Board of Directors. The Vice President for Academic Affairs will also forward the Promotion Committee's recommendation to the President.

The President makes his/her recommendation on the candidate's promotion request to the Board of Directors during the March Board of Directors' meeting.

The candidate will be informed of the outcome following the spring meeting of the Board of Directors. If the candidate's promotion request is approved, the candidate's new rank takes effect at the beginning of the following academic year.

8. Separation

At times, the College or individual faculty members may find it necessary to sever their contractual relationship, either prior to or at the expiration of the individual contract term. To protect the interests of both parties, categories of separation and the policies and procedures related to each are set forth below.

8.1 Resignation

Termination of services may be initiated by a faculty member by submitting a letter of resignation to the President no later than March 1st of an appointment year, to take effect at the expiration of that appointment year. Should a faculty member terminate employment during the term of the employment contract, it is understood that the College shall be free to exercise all legal remedies available to it for breach of contract.

8.1.1 Resignation by Mutual Agreement

If the College should determine that a faculty member will not be reappointed, the College and the faculty member may come to a mutual agreement that the interests of both would be served by allowing for a resignation by the faculty member.

8.2 Retirement

Retirement from active employment is a major decision and is often most successful if it is planned well in advance.

There is no mandatory retirement age for faculty at the College. Some benefits upon retirement, however, do have contract and service limits. An individual who is planning to retire is requested to notify the department/division chairperson and to contact the Human Resource Office one year prior to the planned retirement date if possible. The Human Resource Office will provide the individual with information about benefits upon retirement.

8.3 Non-Reappointment of Faculty with Term Contracts

If the College determines that a faculty member will not be reappointed, the faculty member shall be notified of this decision during the first thirty days of the second semester. The faculty member has the right to discuss this decision with the Vice President for Academic Affairs and has the right to ask the President for reconsideration. The faculty member also has the right to ask for a written statement detailing the reasons for non-reappointment. However, it must be clearly understood that individual contracts create no right or expectation of employment beyond the express terms of the contract, and that the College is under no obligation to reappoint a faculty member and may make this decision for any reason deemed to be in the best interests of the College.

8.4 Layoff for Financial Exigency

Financial Exigency is a rare and serious institutional crisis necessitating that the College reorder its current monetary expenditures in such a way as to remedy and relieve its inability to meet projected annual monetary expenditures with sufficient revenue.

The Board of Directors, upon recommendation of the President of the College, who will have consulted with the Vice-President for Academic Affairs and the Faculty Senate, shall decide if a financial crisis that meets the criteria of a financial exigency exists and should be declared.

Subsequently, faculty members shall be represented through the Faculty Senate in the administrative processes relating to curtailment or termination of instructional programs because of financial exigency. However, the President of the College and the Board of Directors have final authority in all matters related to financial exigency, including but not limited to individual layoff and related personnel decisions.

8.4.1 Specific Procedures on Layoff

When economic conditions appear to require a reduction of the faculty, the President of the College should meet and discuss with the Faculty Senate any changes, including those involving curriculum and programs, which might lead to retrenchment, and thereby impact on wages, hours, terms and conditions of employment. Prior to the meeting, statistics or financial data related to any such proposed change should be made available to the Faculty Senate. Prior to any retrenchment, it should be established that the following actions have been taken in the order stated:

1. All efforts to reduce non-personnel expenditures have already been made.
2. All other sectors of the budget have borne at least their pro-rata shares of the cuts.
3. Attrition has been taken into account.
4. All special faculty contracts (11-month, reduced teaching load, extra compensation, etc.) have been changed to 24-credit-hour nine-month contracts.
5. A demonstrated effort has been made to utilize qualified faculty members as part-time or full-time administrators.
6. The decision as to how retrenchment is to be implemented has been made in consultation with the Faculty Senate.

The President, in consultation with the Vice President for Academic Affairs and the Faculty Senate, may deem it necessary to hold all contracts until May 31st, and serve notice to affected faculty members of non-renewal of contracts, pending a final decision on the seriousness of the financial exigency or enrollment emergency.

8.5 Dismissal for Cause

Dismissal for cause is a severance action by which the College terminates its contract with the faculty member for cause Prior to expiration of the faculty member's term contract. Dismissal for cause must be directly and substantially related to the fitness of a faculty member to continue in his/her professional capacity as a teacher. Dismissal for cause will not be used to restrain a faculty member's academic freedom. Any contract is subject to termination under this subsection, regardless of whether the contract expressly contains a "for cause" termination provision or not.

8.5.1 Grounds for Dismissal for Cause

1. Professional incompetence
2. Failure to perform job-related assignments or other neglect of academic duties
3. Breach of any term or condition of employment, including but not limited to the terms of the Faculty Handbook, or other serious personal misconduct
4. Formal and/or overt, or subtle and/or covert rejection of the fundamental mission and purpose of the College

5. Knowing, reckless and/or repeated violation of the professional ethics of the College or of the rights and freedom of fellow faculty members, administrators, or students
6. Knowing, reckless and/or repeated violation of established legal rights of students or employees of the College including, without limitation, any form of discrimination or harassment
7. Conviction of a crime directly related to the faculty member's fitness to practice the faculty member's profession
8. Dishonesty, including, but not limited to, plagiarism, falsification of credentials or experience, or the misappropriation or misapplication of funds
9. Failure to correct deficiencies noted during the faculty review process
10. Inability to return to professional duties at the expiration of the maximum approved disability leave of absence during the term of a contract
11. Violation of the Alcohol and Controlled Substance Policy
12. Unlawful possession of a firearm or other lethal weapon on College property
13. Unauthorized removal of College property from the premises
14. Willful destruction of College property
15. Fighting or assault on another person on College property
16. Falsifying College, personnel or student records

8.5.2 Appeal Process related to Dismissal

1. The faculty member must submit a written request, within five days of the College's notification, that he/she intends to appeal.
2. Within 10 days of the receipt of the appeal request, a written statement that sets forth the particulars of the action must be provided to the faculty member.
3. Within 10 days following the receipt of this document the faculty member must respond in writing and may request a meeting with the Vice President for Academic Affairs to discuss the statement of particulars.
4. This meeting generally will take place within five days of the request.
5. Within ten days after this meeting, and before any action by the Board of Directors, the faculty member has the right to request an opportunity to present information to the Grievance and Appeals Committee (membership described in Section 5 of the NDC Faculty Handbook 1.6.2.4.1).
6. The Grievance and Appeals Committee shall meet no later than ten days following the faculty member's request.
7. The committee shall review the information presented by the Vice President for Academic Affairs and the information presented by the faculty member who requested the meeting; the committee may request any additional information necessary to complete its review.
8. No later than fifteen days after the first meeting of the committee, a written recommendation—which shall be confidential—shall be presented to the President. This recommendation is advisory and non-binding, but the President shall include the committee's recommendation in the materials presented to the Board of Directors.

8.5.3 Final Decision

The President shall make the ultimate decision regarding termination. In any case involving dismissal for cause, the burden of proof that cause exists shall be on the College, which proof shall be by a preponderance of the evidence in the record considered as a whole.

Any challenge to the decision to terminate a faculty member for cause must be grieved in accordance with the Grievance Procedures set forth in Section 12 of this Policy Manual.

8.6 Action Short of Dismissal

Depending on the circumstances, the President of the College may elect to impose a disciplinary action short of dismissal, for causes listed in Subsection 8.5, such as suspension for a period of time with or without pay or withdrawal of faculty privilege. In unusual circumstances, the President of the College may take disciplinary action without previous citation or warning. Immediate suspension may also include the temporary expulsion of a faculty member from the College premises, when it is determined by the President of the College that there is a strong likelihood that the faculty member's continued presence at the College poses an immediate threat or harm to the College, or to employees, students or other individual members of the College community. Such suspension shall be with pay and shall last only so long as the threat of harm continues or until dismissal for cause occurs.

In view of the past merits of a faculty member, final action by the President of the College may take a lesser form of temporary suspension rather than outright dismissal. Such suspension may not last beyond a full year, but may entail the total or partial discontinuance of all salaries and benefits, the suspension of all promotion and salary increments, and the temporary suspension or withdrawal of all faculty privileges. The Grievance and Appeals Committee may serve in an advisory capacity to the President of the College and the Vice President for Academic Affairs on such matters and shall be called upon to review cases where the faculty member questions the decision. The decision of the President of the College, after such a review, shall be final.

8.7 Progressive Discipline of Faculty Members

Discharge for cause should, except in extraordinary circumstances, be preceded by a written admonition by the appropriate administrative officer describing the alleged problem and warning that the faculty member's contract status is in jeopardy. The warning must also stipulate a period of time within which correction of the alleged problem is expected. If the faculty member does not contest the allegation and fulfills his/her duties, the matter is settled. If the faculty member fails to correct the problem, dismissal procedures or a lesser sanction may be applied.

Any challenge to disciplinary actions described in Sections 8.5 and 8.6 must be appealed through the grievance procedures in Section 12.

9. Faculty Obligations, Rights, Academic Freedom and Code of Ethics

9.1 Academic Freedom

According to the Second Vatican Council, the Catholic Church “seeks in a systematic way to have individual branches of knowledge studied according to their own proper principles and methods, and with due freedom of scientific investigation. She intends thereby to promote an ever deeper understanding of these fields, and as a result of extremely precise evaluation modern problems and inquiries, to have it seen more profoundly how faith and reason give harmonious witness to the unity of all truth.” (“Declaration on Christian Education,” #10, The Documents of Vatican II, edited by Walter M. Abbott, 5.3., Guild Press, 1966, page 648.)

In this context the following statements, adapted from the Definition of Academic Freedom and accepted by the Association of American Colleges and the American Association of University professors, are endorsed by Notre Dame College.

Institutions of higher education aim at promoting the common good and not at promoting the interests of the individual faculty member or even that of the institution. The common good depends upon the free search for truth and its free expression. Academic freedom does not give students or the faculty the right to ignore college policy or regulations, although the right to criticize them does exist. (AAUP)

Academic freedom is essential to the common good and the search for truth, and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom is fundamental for the protection of the rights of the faculty member and of the students. It carries with it duties correlative with rights:

1. Faculty have the right to freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties. Research for monetary gain should be based upon an agreement with the authorities of the institution.
2. Faculty are entitled to freedom in the classroom in discussing their subject but should be careful not to introduce controversial matter into their teaching which has no relation to the subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of appointment.
3. College or university faculty are citizens, members of a learned profession and employees of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and as employees of the College, they should remember that the public may judge the profession and the institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others and should make an effort to indicate that they are not institutional spokespersons.

In application of the foregoing statement to Notre Dame College, intelligent analysis and discussion of Catholic dogma and official pronouncements of the Holy See of issues on faith and morals are encouraged. However, continued open advocacy in the classroom or in assigned College activities of viewpoints which contradict explicit principles of Catholic faith or morals is opposed to the specified aims of this College. Any faculty member engaging in such practices will receive a warning from the President, which shall include a full list of particulars. Scholarly publications are not considered College activities within the meaning of this section unless the publication is an official College publication.

9.2 Voting Rights

All professors emeriti (See also Section 1.5.1.) who are teaching in either semester of a current academic year have the right to attend and to vote at faculty meetings if they inform the President of the Faculty Senate before the first Senate meeting of the semester of their desire to be included in the list of voting faculty. Members of the faculty who are on leave, faculty who are retired, or faculty who take a full-time administrative position at the institution are not entitled to vote.

9.3 Elections

All faculty elections specified in this Policy Manual are either division elections or at-large elections. Division elections will always be completed prior to at-large elections in the spring of each academic year.

9.3.1 All faculty elections for officer or committee positions of the Faculty Senate are either division elections or at-large elections.

1. Election of new division chairs will take place in the fall to allow the chairperson-elect a one-year mentor period. The chairperson-elect has no formal duties during the fifth year of the outgoing chairperson.
2. At-large elections for Senate officers will always be completed in the spring prior to other elections.
3. Elections for division representatives on standing committees follow Senate officer elections.
4. At-large elections for committee membership will follow division elections.

9.3.2 Voting Procedures

A quorum being present, all non-policy votes of the Faculty Senate, including elections, will be determined by a simple majority of the votes cast. When votes are cast electronically, the Secretary of the Faculty Senate will verify that a quorum (50% + 1) of Senate members have voted before declaring the process and the results valid.

A quorum being present, all policy votes of the Faculty Senate will be determined by a two-thirds (2/3) majority of the votes cast. A policy vote is any vote that results in a revision of the NDC Faculty Constitution or Faculty Handbook or to the academic section of the College catalogue.

- 9.3.2.1 Division elections** – At the first meeting of each division during the academic year, the Division Chairperson will provide for a discussion and vote on the method to be used in conducting any elections scheduled for the following spring.

The agreed-upon method should be noted in the minutes of the division meeting. At the first meeting in all subsequent years, the Division Chairperson shall ascertain whether the members wish to change or retain these procedures.

Divisions will be notified by the Secretary of the Faculty Senate, during the last week in February, of any openings that need to be filled by each division. Division elections must be completed by the end of the last week in March.

9.3.2.2 At-Large elections – At least one week prior to the April Faculty Senate meeting, the Steering Committee will provide all members of the faculty with a slate of nominees for any openings that must be filled. This slate of nominees will be on the agenda at the April Faculty Senate meeting and additional nominations may be made from the floor.

The Secretary of the Faculty Senate will send a ballot to all voting members of the Faculty and will count the returned ballots. In voting for one position, the faculty member with the highest number of votes will be elected. In voting for two positions, the two faculty members with the highest number of votes will be elected. Only in the event that there is a tie-vote will a run-off election be held.

9.4 Distinguished Faculty Award

To recognize and to encourage excellence in scholarship, teaching, and community service, each year Notre Dame College honors one of its faculty members with the Distinguished Faculty Award.

The designation of “Distinguished Faculty” will be granted to that full-time faculty member who has demonstrated exceptional performance in three areas: teaching (classroom instruction, conducting workshops, developing curricula, participation in in-service education), community service (committee memberships, advising on academic and curriculum-related matters, participating in College, civic and church projects, etc.), and scholarship (research, presentation of lectures and papers, publishing of papers, etc.).

Faculty eligible for nomination for the yearly award must be full-time instructors who have completed three years of teaching at Notre Dame College. Faculty who have received a distinguished Faculty Award will be eligible again after four years. Faculty may be nominated by a department, another faculty member, an administrator, a staff member, or a present Notre Dame College student.

The award will be determined by the Faculty Affairs and Development Committee. The award will be announced at the Honors Convocation and will be included in the Commencement Program.

9.5 Outstanding Teaching Award

To recognize and reward the excellent teaching by a part-time faculty member, Notre Dame College gives the Outstanding Teaching Award.

Part-time faculty members eligible for this award are instructors who have been employed at Notre Dame College for five semesters. Eligible on-line instructors must have taught at least five on-line terms over three academic years.

Nominees should have received excellent course evaluations and should have the support of the division chair. A peer or administrative instruction visitation appraisal is also important. Part-time faculty may be nominated by a department, another faculty member, a student, an administrator, or a staff member.

Nominees and their supporting documentation will be reviewed by the Faculty Affairs and Development ad hoc Awards Committee. This committee will determine the recipient of the award. If no one qualifies for the award, it will not be given that academic year. A recipient may become eligible again after three years.

See the Appendix to this handbook for the protocol for collecting evidence and the timeline for these awards.

9.6 Academic Community Cooperation

While members of the faculty have a primary responsibility to their own academic unit, they are also members of the larger collegial community and should, therefore, make a serious effort to work cooperatively with members of other academic units. On-campus service includes summer orientation of freshman students, involvement in College testing programs, and emergency teaching or proctoring duties. Off-campus service includes participation in civic programs and social endeavors.

9.6.1 Share in Governance

Faculty members share responsibility for the governance of the College. This responsibility shall be exercised by regularly attending and taking part in meetings of the faculty member's academic unit and meetings of the Faculty Senate.

9.6.2 Committee Service

Committees at Notre Dame College provide an important link in the total governing structure of the institution. Through committee membership, all constituencies of the institution have an opportunity for participation in governance. Therefore, committee membership should be viewed by faculty and staff as both a responsibility and an opportunity.

For committee membership, responsibilities, election to and term of membership, see the Senate Constitution.

9.6.3 Faculty Meetings

The purpose of faculty meetings is to provide the faculty with an organized forum for the presentation and discussion of significant matters. Decisions are made and actions are taken by faculty as an expression of shared governance.

9.6.4 Attendance at College Functions

Faculty members are encouraged to attend all College assemblies and functions. Full-time faculty members are required to attend the opening convocation, honors convocation, the baccalaureate ceremony, the commencement ceremony, faculty development days, and all General Meetings. Faculty will be notified when full academic attire is required. It is the responsibility of the faculty to provide their own academic attire.

9.6.5 Recruitment of Prospective Students

All faculty members shall cooperate with the admissions staff in appropriate ways to assist in the recruitment of students. Faculty may be called upon to answer specific questions regarding programs of study, departmental requirements, or other relevant matters.

9.7 Deadlines

Each faculty member is responsible for meeting the appropriate deadlines established by the Vice President for Academic Affairs, the applicable department/division chairperson, the Library, the Office of the Registrar, the Bookstore and other institutional departments.

9.8 Code of Professional Ethics

A Statement of Professional Ethics of the Faculty of Notre Dame College

Notre Dame College is a private, Catholic institution with its unique philosophy of education. It is expected that all faculty members will become aware of and support this philosophy before entering into contractual terms with the College.

As Teachers

We, the faculty of Notre Dame College, are committed to the pursuit of truth and justice for each person within the human community and for the well-being of the earth. We make every effort to develop our academic work in the context of the academic community's responsibility for truth and justice, and of a Catholic college's responsibility to Gospel teaching. Since Notre Dame College focuses first on teaching, and then on research, we commit ourselves to the highest standards of pedagogy and scholarship. We teach and model academic integrity. Aware of our responsibility for the academic integrity of the College, we prepare thoroughly for our courses.

We respect each student as a person and as a learner. We encourage students to pursue learning as a value in itself and as a way to improve and enrich the world. We challenge our students to set realistic goals and to perform to the best of their ability. We make every effort to assess the work of each student fairly. We maintain high standards of professionalism and confidentiality in all our dealings with students. We avoid all exploitation, harassment, and discriminatory treatment of any student. We believe that Notre Dame's diversity is a rich asset to the learning process.

As Scholars

As scholars and professionals in our own fields, we respect the dignity of intellectual work and its role in the pursuit of truth and justice for all people. We are committed to maintaining and deepening our scholarly competence in our disciplines and in pedagogy. Whether working independently or collaboratively, we practice critical self-discipline and judgment, and welcome

the same from others. In all our work, we readily acknowledge our debts to academic colleagues and predecessors

As Members of the Academic Community, as Colleagues at Notre Dame College

Within the College, and in the wider academic community, we respect the personal and professional dignity of each individual, maintaining cordial relationships with all. We uphold the College's policies and procedures, and we treasure the right to express opinions and to negotiate change.

As Notre Dame faculty members, we accept and embrace the mission of the College and its Catholic identity. We honor the spirit of free inquiry, the pursuit of knowledge, and the right of academic freedom in the spirit of a Catholic, liberal arts college. In the performance of our professional duties, we respect the richness of the Catholic tradition, as well as the wealth of other faith traditions. Regardless of our personal, religious or moral persuasion, we do not use our position to weaken, either overtly or subtly, the philosophy and educational objectives of the College.

In response to the needs of local and global communities, we are encouraged to participate in civic affairs. When speaking or acting in public, we balance our concerns as individual citizens with our responsibility as representatives of Notre Dame College. As teachers and scholars, we remember that the public may judge our profession and the College by our words and actions. Therefore, we strive to show respect for others' opinions, and, when appropriate, indicate that we are speaking for ourselves and not for the College.

While engaged in the civic and professional communities, we acknowledge that our primary professional responsibility is to the College, and that other involvements should not compromise our work as faculty members. We are involved in the life and governance of the College through participation in committee work, faculty and faculty-staff programs, campus events, and the daily life of the College. We make every effort to act as responsible stewards of the College's resources. When making decisions about interrupting or ending our service at the College, we do so in a timely fashion so that the educational processes do not suffer undue disruption.

9.9 Violations of Faculty Rights, Academic Freedom and Professional Ethics

Disputes involving a charge that a faculty member's rights or academic freedom have been abrogated or that professional ethics have not been maintained are to be settled through the established grievance procedures in Section 12 of this Policy Manual. While affirming academic freedom as a right, the College recognizes that, in some circumstances, the questions of academic freedom become enmeshed in questions of professional incompetence or irresponsibility. In the effort to distinguish between these sometimes confused issues, the guiding principle is that charges of professional incompetence or irresponsibility shall not be used to limit academic freedom, nor shall appeals to academic freedom be acceptable as a shield for professional incompetence or irresponsibility.

9.10 Adherence to College Regulations

The material in this NDC Faculty Handbook and especially this Section 9, represents an attempt to summarize College regulations that pertain directly to the faculty and is intended to enhance freedom, stimulate enthusiasm and promote loyalty to the College's objectives, not as an attempt to impose restrictions. Nevertheless, all faculty members have a self-evident responsibility to

adhere to College regulations, which serves to promote the consistent and effective operation of the institution.

Any new or amended policies developed between this edition of the NDC Faculty Handbook and its next revision will be approved by the appropriate body(ies) of the College community. Each faculty member has a responsibility to know these regulations and to make a documented, reasonable effort to adhere to them. If questions of interpretation arise, clarification should be sought from the President of the College, the Vice President for Academic Affairs, or the Faculty Senate.

Any exceptions mutually agreed upon should be in writing and signed by the President of the College and all parties concerned.

9.11 Principal Occupation

A faculty member is appointed with the expectation that the faculty member will be principally occupied with the academic growth and development of students during all terms of the academic year. Teaching shall normally be the primary concern and occupation of all full-time faculty members. Direction of independent study projects is encouraged, but not to the overall detriment of classroom teaching, student advising and governance duties.

9.12 Course Offerings and Content

All course offerings should be in accord with the general requirements of the College, the needs of the academic units, and the needs of the student body. Faculty members are expected to conduct their classes at a level appropriate to the level of the assigned course. Each member is responsible for –

1. Planning and presenting the assigned course material
2. Establishing a syllabus including course objectives and requirements and making it known to students
3. Selecting and ordering texts and supplemental materials
4. Assigning, administering, and grading papers and examinations and awarding final course grades.

9.13 Professional Responsibilities

9.13.1 Full-Time Faculty

1. Report to the College before the opening of the academic year at the date designated by the President or Vice President for Academic Affairs
2. Are responsible for the assigned classes during the academic year
3. Attend general College and faculty meetings, division and department meetings
4. Assist in divisional and departmental activities
5. Participate in the formal committee structure of the College
6. Assist in the academic advising of students within the department or in any advising program of the College
7. Post and maintain office hours for students
8. Post attendance and grades in a timely manner on the current course management System

9. Refrain from outside employment or occupations which could conflict, create the appearance of a conflict, or otherwise interfere with responsible performance of College duties and which have not been approved by Vice-President for Academic Affairs in writing. A one-time approval of outside employment may continue as long as the faculty member is not changing their outside commitments. The exception is teaching at another university. In this case, an annual review by the Vice-President for Academic Affairs is required.
10. Cooperate with the President of the College and other officials in implementing the objectives and policies of the College by complying with all reasonable requests beyond those specifically mentioned in this Handbook.
11. Teach classes at any of the times that classes are offered
12. Take requests/questions/concerns to the proper authority as defined in the organizational schema of the institution, i.e., division chairperson, Vice President for Academic Affairs, President

9.13.2 Part -Time/Adjunct Faculty

1. Report to the College before the opening of the academic year at the date designated by the President or Vice President for Academic Affairs
2. Are responsible for the assigned classes during the academic year
3. Are attentive to and supportive of the directives and general operating procedures of the respective academic department
4. Post and maintain office hours for students on an as-needed basis
5. Post attendance and grades on current course management system
6. Teach classes at any time classes are offered
7. Cooperate with the President and other College officials in implementing the objectives and policies of the College by complying with reasonable requests beyond those specifically mentioned in the Notre Dame College Faculty Handbook

9.13.3 Temporary/Visiting Faculty

1. Report to the College before the opening of the academic year at the date designated by the President or Vice President for Academic Affairs
2. Are responsible for the assigned classes during the academic year
3. Attend general College and faculty meetings, division and department meetings
4. Assist in divisional and departmental activities
5. Post and maintain office hours for students
6. Post attendance and grades on the current course management system
7. Refrain from outside employment or occupations which could conflict, create the appearance of a conflict, or otherwise interfere with the responsible performance of College duties and which have not been approved by Vice-President for Academic Affairs in writing. A one-time approval of outside employment may continue as long as the faculty member is not changing their outside commitments. The exception is teaching at another university. In this case, an annual review by the Vice-President for Academic Affairs is required.
8. Cooperate with the President of the College and other officials implementing the objectives and policies of the College by complying with all reasonable requests beyond those specifically mentioned in this Handbook.
9. Teach classes at any of the times that classes are offered.
10. Take requests/questions/concerns to the proper authority as defined in the organizational schema of the institution, i.e., division chairperson, Vice President for Academic Affairs, President.

10. Faculty Growth and Development

10.1 Institutional Provisions

The personal and professional development of the faculty is critical to the continued excellence of the academic program of Notre Dame College. Not only must the institution encourage faculty to participate in personal and professional growth opportunities, but it must also provide support for these activities. Faculty development should be viewed as a continued responsibility for both the institution and individual faculty members.

The College recognizes that faculty growth and development can be accomplished in a number of ways, including scholarly research (involving discovery or application), scholarship to master a discipline (keeping current with a discipline), and scholarship of pedagogy (keeping current with pedagogical methods).

Some growth and development opportunities to be provided include orientation for new faculty, in-service events and activities, retreats, cultural programs and presentations by guest lecturers, faculty evaluations, sabbaticals, and workshops and conventions selected by faculty members.

10.2 Sabbatical Leave

Faculty may request, through the department/division chairperson and the Vice President for Academic Affairs, sabbatical leaves to enable them to increase their value to the College through professionally rewarding experiences. Sabbatical leaves will be approved for education-related travel, course restructuring, creative writing, publication, post-graduate work, or research in the field of choice. Sabbatical leaves will not be granted for the purpose of degree completion. A detailed proposal must be submitted at the time of request for such a leave.

A sabbatical leave will not interrupt continuous service to the College and will count toward time-in-rank required for promotion. Faculty members who have been granted sabbatical leave will agree to teach at Notre Dame for at least one (1) year after the sabbatical leave terminates. Failure to complete this commitment for any reason will result in repayment of the full stipend to the College.

A faculty member will be eligible to request sabbatical leave as follows:

1. One semester with full pay and fringe benefits after each twelve (12) semesters of service in the rank of assistant professor or above, or
2. One year with half pay and fringe benefits after each twelve (12) semesters of service in the rank of assistant professor or above.

Personnel requirements of the division/department and the College will affect the time and granting of sabbatical leaves. Normally the College will grant only one sabbatical leave in a given year. In most cases the College will seek to replace the faculty member on leave with adjuncts, although a temporary, full-time replacement may occasionally be necessary.

Requests for sabbatical leaves must be submitted in writing to the Vice President for Academic Affairs no later than September 15 of the year preceding the leave of absence; e.g., September 15, 2012, for a sabbatical leave in 2013-14. When there are multiple proposals for sabbatical leaves in a given year, the Vice President for Academic Affairs will elicit the assistance of the

Faculty Affairs and Development Committee in determining a ranking of the requests. Objective criteria such as years of service may be a factor in this determination, but the main priority will be to identify the proposal having the greatest potential benefit for the faculty member and for Notre Dame College. Each faculty member granted a sabbatical will be expected to share the results of the leave with the full faculty.

The Vice President for Academic Affairs will submit the request (or requests) to the President, along with a recommendation(s) and a ranking where appropriate.

10.3 Professional Meetings

As a recognized means of continued professional growth, faculty members are encouraged to attend professional meetings in their discipline or in related fields. Institutional funds are available to assist the faculty member with the cost of attending such meetings as described in Section 10.5 (Professional Travel)

10.4 Attendance at Conventions, Workshops, and Institutes

Faculty members are encouraged to participate in conventions, workshops and institutes which address matters in their discipline or in a related field. Where possible, faculty are encouraged to submit papers for presentation at such meetings sponsored by their respective professional organization. Institutional funds are available to assist the faculty member with the cost of attending such meetings as described in Section 4.105 (Professional Travel).

10.5 Professional Travel

Through the Faculty Growth and Development Fund, the College provides monetary assistance to faculty members who attend meetings of learned and professional societies to the extent that funds are available. Preference will be given to those faculty who will officially represent the College or who are otherwise featured as an officer, speaker, panelist, or committee member at the meeting.

Faculty members wishing to obtain monies from this Fund are required to submit the proper application form to the Faculty Affairs and Development Committee.

10.6 Additional Professional Activities During the Academic Year

Faculty members are encouraged to engage in professional activities, in addition to teaching and committee assignments, provided that these do not conflict with their contractual obligation to the College. These may include opportunities to teach classes at other institutions, to participate in consultancies, to hold or take part in workshops, conduct scholarly research, etc. In all cases, members of the faculty are expected to inform their department/division chairperson and the Vice President for Academic Affairs in advance.

Awards from the Faculty Growth and Development Fund are available for faculty wishing to engage in growth and development. These awards may be granted for membership dues to nationally or widely recognized professional organizations, fees for local professional meetings, fees for training seminars, and other individual growth opportunities.

In addition, awards may be requested to support scholarly research through the purchase of equipment, supplies, computer database time, books, etc., as necessary to pursue the research of the requesting faculty member.

11. Faculty Support Services

A well-supported faculty is necessary to accomplish the mission of the College. An overview of some of these services are provided below.

11.1 Abrahamic Center

Notre Dame College's Abrahamic Center develops educational programs for the College and the Greater Cleveland community fostering mutual respect among all peoples, and celebrating religious, racial and cultural diversity. The Center's Director is available to faculty as a resource for developing campus-wide educational programs, and integrating Abrahamic values into course curricula, class activities and service-learning projects. The Tolerance Resource Center, located in the Clara Fritzsche Library, is the Abrahamic Center's document library. Materials can be checked out through regular library procedures.

11.2 Instructional Facilities and Equipment

Each classroom is equipped with a black/white board and screen, PC and projector, and VCR/DVD combo. Some classrooms also have a glass-top overhead projector. The computer labs do not have the VCR/DVD combo. Audio-visual equipment other than the above can be reserved on line through the NDC faculty/staff resources. Instructional supplies (e.g., chalk, dry erase markers, erasers, etc.) are available from the mailroom.

The College also maintains fine arts studios, science and computer laboratories, physical education facilities, and the Clara Fritzsche Library.

11.3 Library Facilities and Services

The Clara Fritzsche library strives to support the faculty and the curriculum of Notre Dame College. The following services are designed to meet faculty needs:

1. Reserved materials for class research
2. Interlibrary Loan, OhioLink, online catalogues, and research databases
3. Specialized searches and bibliographies
4. Facilities including the Eastern Church Resource Center, Tolerance Resource Center, and computer room
5. Bibliographic instruction for student groups
6. Book-a-Year Gallery and display cases for exhibiting student and other professional work
7. Selection tools/or searching/or departmental materials. All requests for department purchases must first be approved by the Division chair before requesting purchase by Library Director.
8. Collection development: specific requests /or purchase must be approved by Division Chair before sending request to the Library Director.
9. FAX machine.

Faculty members should contact the Library Director to request these services.

11.4 Clerical and Computer Services

All full-time faculty members will be provided with a computer for clerical and instructional use. Printers, scanners, and a photocopy machine, together with additional clerical equipment, are available.

A faculty secretary is available for limited clerical services.

11.5 Administrative Services

No more separate volumes.

11.5.1 Students

Information on students is filed in the Office of Student Records. The cumulative records of students contain admission information, achievements, and, in some instances, the extracurricular performance of students.

The records in the Office of Student Records maybe viewed on request by faculty or those persons deemed by the College to have a legitimate educational interest in the information, but are not to be removed from Office of Student Records.

Test profiles of incoming students are filed in the Dwyer Learning Center and the Academic Support Center. These are provided to advisors on request.

The Student Success Center provides direction and support for students as they connect to the campus, establish their academic, personal and professional goals, and discover their path to success. The Center will focus on the combined efforts of retention, academic advising and academic support. Services include assisting first-time freshman with acclimation to college life, monitoring class attendance and midterm grades, promoting student engagement in the classroom and campus life, and continuing to educate students and parents on the financial aid process. Faculty members should contact the Student Success Center about any student whose performance requires intervention.

11.5.2 Enrollment Information

Information on course and class enrollments may be obtained from the Office of Student Records. The statistics on the College's enrollment are usually presented to the faculty at the opening of each semester.

11.5.3 Assignment and Scheduling of Courses

The assignment of courses to be taught by individual faculty members each term is made by the chairperson of the department/division to which the faculty member belongs. The chairperson presents the listing of courses to be taught for each session, together with the listing of instructors for each course, to the Vice President for Academic Affairs.

When all the course offerings for a given academic year are finalized and scheduled, the Office of Student Records distributes these listings in paper and via electronic copy on the College website. Class lists are available to the instructors at the beginning of each semester or term.

The scheduling of hours and days when courses are to be taught is the responsibility of the Vice President for Academic Affairs. Because of the numerous variables involved, once a schedule has been completed for a particular semester or summer session, changes from it are ordinarily not made.

11.5.4 Room Assignments

The Director of Student Records makes room assignments for courses. Such assignments are based on consideration of the size of course enrollment, the size and capacity of a room, the need for special equipment, and the demands for classroom and work space.

11.6 Development Office

11.6.1 Grants Policies and Procedures

Notre Dame College actively seeks grant funding from a variety of sources. The College is the official recipient of all funded grants and is responsible for the successful completion of each project. Notre Dame College's grants function is located within the Office for Advancement, and the Director of Grants and Research has primary responsibility for these efforts.

The Director of Grants and Research creates an annual plan including funders to be solicited, along with submission dates and programs that would fit with funder priorities. This annual plan is created within the context of the institution's strategic plan, priorities and funding needs. In addition, faculty and staff are encouraged to seek funding opportunities and write proposals, and the Director of Grants and Research provides assistance as needed.

Faculty seeking funding of any kind need to contact the Director of Grants and Research for the current procedures.

11.6.2 Grants: Roles and Responsibilities

11.6.2.1 Director of Grants and Research

- 1.** Provides assistance to faculty and staff by identifying and disseminating funding opportunities; maintaining a collection of resources on grant writing; offering guidance in proposal and budget preparation; and providing institutional documents and text to complete proposals
- 2.** Writes (or assists with the writing), finalizing, packaging and mailing each completed proposal
- 3.** Tracks all proposal submission dates, interim report and final report deadlines and is responsible for meeting these deadlines
- 4.** Maintains a complete record of all submitted proposals and funded projects, including copies of all reports and correspondence
- 5.** Collaborates with project directors to complete, package, mail and file all interim and final reports. At least one month prior to the deadline for submission of an interim or final report, the Director of Grants and Research will remind the Project Director of an upcoming report
- 6.** Acknowledges donor/ stewardship activities relative to grants, including writing all acknowledgement letters. The Office for Advancement is responsible for all donor and stewardship activities

11.6.2.2 Faculty serving as Project Director

1. Creates the program and works in collaboration with the Director of Grants and Research and the Finance Office to prepare the proposal
2. Implements the funded program. The Project Director has authority over the grant and is responsible for its day-to-day administration
3. Operates within the approved grant proposal and is responsible for spending grant dollars in accordance with the work plan/activities outlined in the grant proposal and any parameters set forth in the grant agreement/guidelines. Variation requires funder approval
4. Respects Notre Dame College's procedures unless superseded by grantor regulations. The Project Director will contact the Office for Advancement if there is a question or potential conflict
5. Completes the necessary documents and provides authorization for purchase requisitions, payroll authorization, etc. for expenditures and encumbrances
6. Cares for property procured with project funds and will supply an inventory list to the Finance Office and Office for Advancement
7. Maintains all information required to substantiate and document administration of the grant
8. Writes interim and final reports with the assistance of the Director of Grants and Research by the deadlines specified by the grantor
9. Reviews and validates budget reports prepared by the Finance Office
10. Composes acknowledgement letters/notes and completes other stewardship activities as appropriate
11. Completes project objectives as agreed upon with the grantor and within the grantor's timeline

11.6.2.3 Finance Office

1. Tracks expenditures for funded projects and provides a quarterly report to the Director of Grants and Research and the Project Director to ensure that funds are spent appropriately and in a timely manner
2. Ensures that all grants are accounted for according to the terms of the grant proposal/agreement/guidelines and in full compliance with established accounting procedures
3. Prepares interim and final budget reports

11.7 Use of Campus Facilities

College personnel may request the use of campus facilities for personal or professional purposes. Faculty should use the Room Reservation Request Form available on the College website. Educational events, student-related activities, and athletic events have priority during the academic year. For use of the chapel, contact the Director of Campus Ministry, rather than using the Room Reservation Request form. College personnel are eligible for courtesy discounts on rental rates for personal events.

The Keller Center pool is available during open swim hours for faculty and staff. The cardio and weight room in South Hall is accessible to faculty and staff using their ID card.

11.8 Desk Copies, Examination Copies, and Ancillary Material

Desk copies, examination copies, and all ancillary material should be ordered by the individual faculty member. Contact the Director of Textbook Fulfillment for publisher contact information.

12. Faculty Grievance Procedures

12.1 Faculty Rights

When a faculty member is terminated through non-reappointment or through the discontinuance of a Department or Program, the rights of the faculty member are specified under this Notre Dame College Handbook, Section 8.3.

When an action is initiated to terminate a faculty member for cause, prior to the expiration of an appointment, the rights of the faculty member are specified under Section 8.5.

12.2 Faculty Grievance Procedure

The College has established a procedure intended to result in the prompt, objective consideration and resolution of work-related complaints by faculty members. Any faculty member may use the procedure. A grievance eligible for review under this procedure includes any complaint relating to pay, hours of work, promotions, working conditions, or any other issue not specifically covered in other sections of this handbook. This procedure does not apply to grievances relating to termination for cause or to any complaint of unlawful discriminatory treatment or sexual harassment. A faculty member whose employment is terminated for cause should refer to Section 4.8.5 of this handbook for applicable review procedures. Any faculty member with a complaint based on unlawful discrimination or sexual harassment should consult with the Director of Human Resources for the appropriate complaint procedure.

When a faculty member has a grievance covered by this policy, he or she should first discuss this grievance with the Vice President for Academic Affairs within seven (7) business days after the faculty member becomes aware or is made aware of the circumstances giving rise to the grievance. The Vice President for Academic Affairs shall provide a response to the faculty member within seven (7) business days after the initial discussion with the faculty member.

If a resolution satisfactory to the faculty member is not reached, or if the grievance is against the Vice President for Academic Affairs, the faculty member may initiate the following appeal process:

1. The faculty member initiates the appeal to the Grievance and Appeals Committee (GAC) by submitting a written request to the Steering Committee within five (5) business days of receipt of the response of the Vice President for Academic Affairs. The GAC shall serve as the sole mechanism by which a faculty member, group of faculty members, or the Faculty Senate may file a grievance. As indicated in the Faculty Senate Constitution Section 6 B, the GAC shall be comprised of faculty members who include the Chair of FADC along with four voting full-time faculty members who have at least one year's full-time service to Notre Dame College. The applicant is responsible for selecting two faculty members and the FADC will select the two remaining members. The chair of the FADC will chair the GAC and will vote only to break a tie.
2. The GAC will hear the faculty member's grievance within fourteen (14) business days after the faculty member's request for an appeal and may question other members of the faculty, administration or staff before presenting a recommendation to the President.

- 3.** The GAC shall present a recommendation to the President within three (3) business days after the meeting to hear the faculty member's grievance. If the grievance is against the President, the GAC shall present its recommendation to the Board of Directors.
- 4.** Resolution

 - a.** The President shall provide a final decision to the GAC recommendation within three (3) business days after receiving that recommendation and provide a copy of that response to the faculty member;
 - b.** or if the grievance is against the President, then the Board of Directors, or its designated committee, shall provide a final decision to the faculty member within thirty (30) days following receipt of the GAC's recommendation.

13. Revision Process for Policy and Procedures Pertaining to Faculty

The following procedure is adopted as an orderly process for the initiation and consideration of amendments to all sections of this Handbook.

13.1 Procedure for Revision of this Handbook

The College and the Steering Committee of the Faculty Senate commit their good faith efforts to the process of achieving agreement on policy issues affecting faculty employment. That commitment shall not prejudice the responsibility and authority of the President of the College and the Board of Directors to exercise their prerogatives to govern and administer the College.

While recognizing that the adoption of policy, however formulated or proposed, is a power reserved to the Board of Directors, the procedure outlined below is designed to satisfy the need for an orderly procedure allowing all segments of the College to contribute, each in its appropriate capacity, to the formulation or alteration of policy statements. In addition, the procedures set forth in this Section 13 are calculated to make policy revision effective by introducing into it the principle of self-limitation, which prevents endless debate and allows particular issues to be brought to decisive action.

13.2 Process for Periodic Review of Policy Manual

In the spring of each year, the Vice President for Academic Affairs will review this NDC Faculty Handbook and will recommend to the Steering Committee any modified or new policies for inclusion. Any changes will be presented to the faculty for discussion and approval prior to submission to the Board of Directors.

Every three years (beginning in 2010-2011) the Vice President for Academic Affairs, in cooperation with the Steering Committee, shall conduct a review of the entire NDC Faculty Handbook.

13.3 Proposed Amendments

Proposals for revising the NDC Faculty Handbook can be made by the Board of Directors, the President of the College, Vice President for Academic Affairs, or by any voting member of the Faculty Senate.

The proposals shall be submitted to the Steering Committee of the Faculty Senate in the following recommended format:

1. Proposals should be made in the form of text intended to replace, in whole or part, some current provisions of the NDC Faculty Handbook.
2. A particular proposal should contain no more than one substantial alteration.
3. A brief explanation of the reason(s) for the revision should accompany the proposal.

13.4 Processing of Proposals

Proposals originated under Subsection 13.3 shall be considered by the Steering Committee of the Faculty Senate, which shall pursue one of the following courses of action:

1. The Committee may receive and transmit the proposal to the Faculty Senate without change or comment.
2. The Committee may endorse the proposal and attach its endorsement to the original proposal.

3. With the consent of the submitter, the Committee may either alter or amend the proposal before transmitting it to the Faculty Senate.
4. If the submitter does not agree to the Committee's changes to the proposal, the committee may object to the proposal and attach its objections and/or changes before sending it to the Faculty Senate.
5. If the Committee objects to the proposal, the Committee will attach its objections to the proposal before sending it to the Faculty Senate.

13.5 Faculty Approval

The Faculty Senate shall accept or reject the proposal as presented by a two-thirds vote. The Faculty Senate may also modify the proposal as presented and accept the modification, or may return the proposal to the Steering Committee for further work, also by a two-thirds vote. After the Faculty Senate has endorsed a change in the NDC Faculty Handbook, it shall submit the recommended change to the President of the College.

13.6 Administrative Approval

If the proposal(s) are approved by the President of the College, the President shall present the proposal(s) to the Board of Directors for consideration. If the President of the College disagrees with the proposed changes, the President shall cite his/her reasons in writing for the disagreements, and the Steering Committee of the Faculty Senate shall meet to discuss the next steps, which may include further study, modification, or resubmission of the proposal. The Steering Committee of the Faculty Senate may assign the proposal to one of the standing committees or an ad hoc committee to determine if a revised proposal will be presented to the Faculty Senate for approval. If approved, the President of the College may then accept or reject the proposal.

13.7 Board of Directors' Approval

1. Before definitive action on Handbook revision proposals, the Board of Directors may commission a Subcommittee of its members to meet with the President of the College and the Steering Committee of the Faculty Senate to discuss final adjustments in the revised texts.
2. The Board of Directors or the President as its agent shall either approve or reject the proposed revision.
3. The Board of Directors or the President as its agent retains the right, in the best interest of the College and in their fiduciary capacity, to alter the provisions the NDC Faculty Handbook after following the procedures in this Section.

13.8 Additional Procedures for Revision

1. When the President of the College, after consultation with the Steering Committee of the Faculty Senate determines that, in the best interests of the College a modification of any part of the NDC Faculty Handbook is necessary, the President of the College may petition the chair of the Board of Directors for review of a specific change at the next Board meeting. The Board of Directors may accept or reject such a petition. The President shall communicate the decision of the Board of Directors to the Steering Committee of the Faculty Senate.
2. If any provision of the NDC Faculty Handbook is in conflict with federal, state or local law or ordinance or is otherwise illegal, invalid or unenforceable to any extent, the

remainder of this Handbook and the application of the provision in question to persons or circumstances other than those to which the provision is improper, shall not be affected. In addition, the Board of Directors or the President of the College as its agent shall act to bring the College into compliance with such law, ordinance or invalidity, and the NDC Faculty Handbook will be amended as soon as possible.

3. The application and enforcement of federal, state and local laws and ordinances do not require Faculty Senate approval.

13.9 General Rules of Implementation

1. Any amendments of the provisions of the NDC Faculty Handbook listed in Subsection 13.1 will take effect and be a part of the next offer of employment extended to any faculty member by the College. For faculty members on contract periods other than the academic year, the amendment shall be effective for and incorporated into any offer of employment scheduled to commence after the beginning of the academic year succeeding the academic year in which the amendment was adopted. Any grandparent provision shall be specific to a given policy and so noted in writing.

In other Parts or Sections not specifically addressed in this Section 13, changes may be effected at once by the Board of Directors, or the President of the College as its agents, as appropriate. Such changes, however, may not be inconsistent with this Section 13 or any other sections of the NDC Faculty Handbook.

2. The Vice President for Academic Affairs (or a designee) shall issue a copy of the Constitution of the Faculty Senate and the NDC Faculty Handbook to all new members of the faculty at the time of their initial hiring. Continuing members of the faculty will receive notification of all approved amendments by the Board of Directors.
3. A copy of the NDC Faculty Handbook with current revisions shall be available for inspection during regular hours at the offices of the President of the College and the office of the Vice President for Academic Affairs. An electronic copy will be available on the college network.
4. Proposed amendments to any part of the NDC Faculty Handbook under discussion by the Board of Directors shall have not status, not even a promissory one, until final action by the Board of Directors has been taken.

14. Addenda for Graduate School

Graduate faculty possess a Ph.D. (or its equivalent) and teach one or more courses at the graduate level. Graduate faculty who are full-time members of the undergraduate faculty also serve as advisors to graduate students completing their research projects.

15. Reserved