ARTICLE I
Preamble

Regis University is an institution of higher learning operating in the American Jesuit Catholic tradition. Both as an organization and as a learning community, Regis University constantly strives to advance its mission of educating leaders in the service of others. Together all the University’s constituents seek to inspire our students and one another to address critically and answer fully the life-enriching question: “How ought we to live?”

Regis University is committed to the idea that interdependence, communication, and shared action among its constitutive elements—the Board of Trustees, the faculty, the administration and staff, the students, and the Jesuit community—will enhance the institution's ability to fulfill its mission, meet challenges, solve problems, and prosper. Teaching, scholarship, service, and cura personalis, the care and concern for the whole person, are recognized as constituting essential elements of the existence of Regis University. It is affirmed that this interdependent existence depends on the faithful exchange of information and perspectives as decisions are shaped so that confusion and/or conflict arising from unilateral effort may be avoided and positive outcomes for all concerned may be attained. It is further affirmed that challenges to this interdependent existence can particularly manifest themselves in the allocation of limited resources among competing demands. For this reason faculty will be represented by the Dean in the determination of short and long-range budgetary priorities.

Joint planning and effort by all components of Regis University occur in established and/or ad hoc groups. Experienced faculty committees—whether constituted to address curricular, personnel, or other matters—must be able to bring to the issues at hand not merely their disciplinary competencies, but also their first-hand understanding of what constitutes effective teaching, scholarship, and service and of the climate in which these endeavors may best be conducted in order to fulfill the University's mission.

ARTICLE II
Faculty-Administration Relationships

Regis University is committed to collaboration with the faculty.

The Handbook is a document of importance for both Regis College faculty and the administration. The Faculty Handbook Advisory Council (FHAC) is charged to review and revise the Handbook according to the provisions of Article III, to monitor compliance with the Handbook, to address any Handbook issue that does not fall under the purview of another committee or office, and to provide the faculty with a dedicated place in which to discuss faculty status issues. The FHAC is comprised of three representatives chosen by the Dean and the members of the Faculty Handbook Committee (FHC), which is a committee of the Faculty Senate made up of three representatives elected from among and by full-time faculty according to Faculty Senate by-laws and amendments.

In order to provide a timely response to issues that may arise, the FHAC shall be scheduled to meet a minimum of three times per semester.

The FHC is the primary means by which faculty may address matters of interest and importance. Senate representatives, department chairs, other faculty committees, and individual faculty members may bring issues to the FHC for consideration. In addition, issues may be brought to the Dean. Also, as with all
employees of the University, relevant items may be addressed to offices or administrators responsible e.g., Physical Plant, Human Resources, Information Technology Services, Library, Campus Safety, etc.

ARTICLE III
Handbook Revision

Revisions to this Handbook shall be made in consultation with the FHAC, and thus in consultation with both administrators and faculty via the FHAC structure outlined in Article II. Given the importance of this Handbook to faculty and administration relations, it is necessary to have such a process, distinct from other University governance procedures. In this way, proper attention to Handbook issues may be given without monopolizing the time devoted to other governance matters.

The Handbook shall be reviewed in its entirety every three years by the FHAC. A major review year formally begins in the fall semester and concludes the following spring semester. The FHC, as a committee of the Faculty Senate, both solicits faculty input on and responses to issues relating to Faculty Handbook revisions and formulates proposed revisions according to Faculty Senate by-laws and amendments. Final recommendations to the FHAC are subject to Faculty Senate approval. Proposed changes to the Handbook must be presented to all members of the FHAC by the fourth Friday in February of a major review year. The FHAC shall submit its final agreed-upon proposed revisions to the Faculty Senate for ratification by May 1 of that year. In the interim period, the FHC shall represent Faculty Senate interests in FHAC discussions and seek Faculty Senate approval for any substantive departures from this body’s initial proposals. Any revisions ratified by the Faculty Senate will take effect in the following academic year. Any revisions not ratified by the Faculty Senate will be referred to the FHAC for further review.

If the President determines that circumstances warrant a revision to this Handbook in absence of the process described above, the President may make such a revision after receiving faculty input from the FHC and consulting with the president of the Faculty Senate and the Vice President for Academic Affairs. When the FHC receives a proposed Handbook revision from the President, it will convene a plenary meeting of the Faculty Senate and provide faculty input to the President within four weeks of receiving the proposed revision. The decision of the President is final.

ARTICLE IV
Definitions

For the purposes of this handbook the following terms apply:

Academic Administrative Officers: shall mean persons holding those position titles identified in Section 9.3.2.

Accreditation: accreditation means that an institution is accredited by one of the six regional accrediting associations (e.g., Higher Learning Commission of the North Central Association of Colleges and Schools).

Appointment Year: the appointment year for Regis College faculty extends from the beginning of fall freshman orientation through the date spring semester grades are due or the date of spring commencement, whichever occurs later.
Committee on Rank and Tenure: throughout this handbook, the term “Committee on Rank and Tenure” refers to the Regis College Committee on Rank and Tenure.

Course: for purposes of calculating workload, a course means a three-semester hour course unless otherwise specified. References to more than one course shall be understood to mean that multiple of semester hours (i.e., 6 courses shall mean 18 semester hours.)

Dean: generally the term “Dean” refers to the Academic Dean of Regis College. Other deans of the University will generally be referred to by their full titles. However, the terms “dean” or “appropriate dean” refer to any dean of the University within the context of the term.

Divisions: a division is a department, which consists of three or more academic programs with a major and ten or more full-time equivalent faculty members. All references to departments shall also mean divisions and to department chairs shall also mean division chairs.

Faculty: shall mean those persons appointed by the University to teach one or more courses in Regis College, excluding academic and non-academic administrative officers. The term “teaching faculty” is used interchangeably with “faculty.”

Faculty Appointment: a Faculty Appointment is issued to an individual whose primary duties are teaching.

Faculty Service Positions: faculty service positions are defined as those held by individuals who are chosen or recommended by the faculty such as department chairs, members of the committees on rank and tenure, members of the standing committees.

Faculty Status: shall mean the following:
   a. salaries/wages and benefits
   b. leaves
   c. rank
   d. tenure and promotion
   e. working conditions
   f. workload
   g. dispute resolution concerning faculty status matters
   h. separation and discipline
   i. duties and responsibilities

Full-time Faculty: a full-time faculty member is ordinarily responsible for full-time teaching in Regis College or is a full-time employee of Regis University who teaches in an area of her/his expertise at least three (3) three-credit-hour Regis College courses or the equivalent per appointment year.

Immediate Academic Supervisor: for most teaching faculty, the immediate academic supervisor is the department chair, for some it may be the program director. For department chairs, it is the Dean.

Member: the term “member” refers to full-time and part-time Regis College faculty unless the context of the material gives the term “member” a different meaning (e.g., member of the committee.)

Non-academic Administrative Officers: shall mean those persons whose primary position responsibilities are to perform administrative services, with the exception of department/division chairs.
Probationary/Tenure-track Appointment: a probationary/tenure-track appointment is for a designated period not to exceed one academic year and automatically terminates upon the expiration of that period. Employment under a probationary/tenure-track appointment entitles an employee to notice in accordance with the provision of Article 14.1 if the University determines not to rehire the employee during the subsequent academic year.

Special Academic Evaluator: a tenured member selected to provide an independent evaluation for a tenured department chair under consideration for promotion or to provide annual reviews, including the tenure review, for a non-tenured department chair (see Article 13.1).

Tenure Appointment: a tenure appointment is for an academic year and gives the member a contractual right to be re-employed for succeeding academic years until s/he resigns, retires, is discharged for cause, is terminated pursuant to a reduction in force, or becomes disabled.

Term Appointment: a term appointment is for a designated period and automatically terminates upon the expiration of that period. Re-employment of an employee after termination of a term appointment is solely within the discretion of Regis University.

Unranked Faculty: an unranked faculty member is usually a part-time or a temporary employee in Regis College under a term appointment who has been assigned an academic title of Lecturer or Visiting Professor or Guest Professor. (See Article 9.1.4)

ARTICLE V
Salary and Benefits

5.1 General Salary Provisions

Regis University seeks to maintain competitive total compensation packages for all its employees, among which are the four faculties of Regis University. The University utilizes various sources, depending on the employee category, to determine how effectively this goal is being accomplished. Regis recognizes that it must balance ambitions with resources and seeks to maintain equity within employee groups.

It is traditional in higher education for faculty to offer views on salaries and particularly on equity across a number of dimensions both with respect to the external environment and with respect to internal factors. Regis recognizes that a general increase may not always be sufficient for certain employee categories or that a general increase may more properly be apportioned in a more tailored fashion in a given year.

In order to provide faculty input into salary considerations for Regis College faculty, the Regis College Budget Advisory Committee shall appoint a subcommittee to prepare a report on salary recommendations and may draw upon the larger faculty for membership. This subcommittee will have access to aggregated salary data for the Regis College faculty in order to tailor recommendations based on rank and years of service. The administration will consult with the Budget Advisory Committee to review the subcommittee’s findings and will consider these findings in determining salaries.

An annual Salary Document that lists hiring ranges for each rank and other basic salary information will be developed and available to the Budget Advisory subcommittee. This document will also include any amount to be awarded upon promotion in rank in a given year. Years of experience for Regis College faculty for initial base salary determination will be determined mutually upon employment by the prospective faculty member and the Dean, in consultation with the hiring department chair. A representative of the Budget Advisory subcommittee shall review initial letters of appointment.
All full-time teaching faculty appointments are for nine months duration with payment over twelve months in monthly payments. Part-time faculty are paid monthly during the term in which they teach.

Part-time faculty who are employed 50% or more throughout the appointment year are eligible for certain benefits as specified in the Human Resources Policy Manual. Part-time teaching faculty who originally receive a term appointment for the fall semester only and who subsequently receive a spring semester term appointment that brings the total appointment year to a 50% equivalent workload become eligible for such benefits in the spring.

Regis College faculty who teach in a Regis University academic program other than Regis College shall be paid for such teaching at a rate that may be higher but may not be lower than the rate established for the program. Salary arrangements for such teaching will be in writing between the faculty member and the University. Teaching in a Regis University program other than Regis College is subject to provisions for non-contractual activities specified in 12.6.

Retired Regis College faculty are valued members of the University community. Those retired members who continue to teach in Regis College shall be paid for such teaching at a rate that is 50% higher than the stipend rate paid to lecturers during the regular academic year unless a different rate is negotiated between the individual retired member and the Dean.

5.2 Summer and Special Sessions

The basic stipend for a three credit hour class in the Summer Session and during special sessions will be based upon a sliding scale depending upon the number of students in the class.

Faculty compensation for a team-taught class will be based on an even split of the single faculty compensation.

If five or fewer students are enrolled in a Summer Session class, the class will not be taught. If the class has been offered at the request of the Coordinator of Summer Session, the teacher will receive a stipend. If the course is offered at the request of the teacher, no stipend shall be paid.

5.3 Stipends for Unranked Faculty during the Regular Academic year

An unranked faculty member who has taught eight semesters or more in Regis College shall receive a higher stipend for each course taught. Letters of Appointment to unranked faculty shall state that payment of the stipend is contingent upon sufficient enrollment. Variances from the three credit hour base will be determined on a pro-rata basis. An unranked faculty member cannot teach more than the equivalent of eight teaching credit hours in any one semester. If the teaching load reaches the equivalent of more than eight teaching credits in any one semester, his/her compensation will convert to a pro-rated regular salary based on the appropriate rate. This policy does not restrict the University from offering someone a pro-rated regular salary for any amount of part-time teaching.

Stipends for unranked faculty shall be specified in the annual salary document.
5.4 Special Study, Independent Study and Internships

Courses with fewer than six students enrolled may be offered on a special study or independent study basis. All special and independent studies must be approved in writing by the student, the faculty member, the appropriate chair or director and the Dean or designee.

Faculty may supervise internships during the Summer Session. Internships must be approved in writing by the student, the faculty member, the appropriate chair or director and the Dean or designee.

Stipends for special study, independent study, and internships shall be specified in the annual salary document.

5.5 Benefits for Eligible Members

Details of coverage and benefits as well as benefit forms may be obtained from the Department of Human Resources, in the Human Resources Manual and/or on Insite. All benefits are governed by the terms and provision of the laws or insurance plans under which they are provided. All benefit programs, carriers, terms and conditions are subject to change from time to time by the University and are effective as and when changed. Benefit provisions are subject to the administrative regulations and technical operation procedures of the University and carriers. Copies of the benefit plans in effect may be obtained from the Department of Human Resources or on Insite.

It is the responsibility of the Department of Human Resources to ensure that employees, upon becoming eligible, are informed of the procedures for enrollment in the appropriate programs.

ARTICLE VI
Leaves of Absence

In addition to sabbatical leaves, and leaves of absence delineated in the Human Resources Policy Manual, leaves of absence as set forth below are available. Requests for leaves with or without pay are submitted in writing to the Dean through the immediate academic supervisor, except that requests for emergency leaves for compassionate reasons may be taken directly to the Dean who may waive a written request in view of the circumstances.

Except in circumstances that preclude such action, it shall be the responsibility of the member to work with the department chair or program director and the Dean to ensure coverage of the member's responsibilities during the absence.

6.1 Leave With Pay

   a. Authorized short-term absences for professional purposes
   b. A leave of absence with pay may be granted under circumstances that, in the judgment of the Vice President for Academic Affairs, are in the best interest of Regis.

6.2 Leave Without Pay

Permitting leaves of absence without pay for professional or personal reasons may be beneficial to both the individual and the University.
In addition to unpaid leaves delineated in the Human Resources Manual, any full-time member may request a full-time or part-time leave of absence without pay for one of the following reasons:

a. fellowship award;
b. completion of research;
c. formal study;
d. defense work during a war or national emergency;
e. any program of enrichment approved by the University;
f. assignments or work that are considered to benefit the University;
g. other personal or professional reasons in the best interests of the University.

The term of a leave will normally coincide with an academic term. Such leaves must be mutually agreed to and shall not ordinarily be for longer than one year, although the University, through the Dean and the Vice President for Academic Affairs, may grant an extended full-time or part-time leave without pay for up to three years in special circumstances. Time on such leave will not count toward tenure or promotion in rank and is not credited toward time in service for longevity or for sabbatical leave unless the individual and the Dean so agree in writing prior to the beginning of the leave. However, the member will not forfeit rank as a result of being on leave without pay and the base compensation rate of a member shall be augmented by all general increases which would have been received had no leave been taken.

While an individual is on leave without pay, the University does not provide benefits unless a contrary arrangement has been mutually agreed to in writing by the member and the University. Members may continue their benefits, however, by paying them through the University.

Requests for a leave without pay are normally submitted in writing to the Dean through the immediate academic supervisor not later than December 15 of the appointment year preceding that in which the proposed leave is to begin. A final decision on leaves is made by the Vice President for Academic Affairs in consultation with the Dean and the immediate academic supervisor.

If a leave without pay is granted, the department or program normally will be permitted to hire an unranked faculty member to cover the period of the leave.

6.3 Temporary, Fractional-Time Appointments

A faculty member wishing to have more time for personal or professional reasons may request a temporary, fractional-time appointment not to exceed two years.

ARTICLE VII
Letters of Appointment

Letters of appointment for Regis College faculty are issued no later than ten (10) calendar days after the spring meeting of the Board of Trustees for the succeeding year. Each letter will specify the type of appointment, rank, salary, primary duties of the individual, the term of appointment and any special conditions or considerations, such as the amount of previous experience to be credited toward tenure or promotion.

Letters of appointment issued to Regis College faculty shall contain the following statement:
This letter of appointment is offered and accepted subject to the applicable provisions of the current Regis College Faculty Handbook.

Members must sign their letters and return them to the office of the Dean within thirty (30) calendar days after receiving notification of the terms of an appointment for the coming year. Failure to sign and return the appointment letter by the time period specified may be construed and accepted by the University as resignation.

ARTICLE VIII
Policies on Recruitment and Appointment of Faculty

8.1 Recruitment of Ranked Faculty

The quality of initial appointments is so vital to the pursuit of excellence to which both Regis University and the academic departments and programs are committed that the following statements of policy are deemed important guidelines to professional recruitment:

a. to maintain an outstanding faculty and to create a professionally challenging atmosphere for the individual, the University is highly selective in making initial appointments; and

b. those responsible for the recruitment of new faculty members conform to the letter and the spirit of the equal employment opportunity and affirmative action policies of the University.

Requests for additional faculty members, ranked or unrated, ordinarily originate in the department or program and are based upon consultation with the ranked faculty of the department or program. Such requests, with supporting data, are transmitted in writing to the Dean by the department chair or program director. If the request is approved, the Dean will communicate this decision in writing and will discuss with the department chair or program director pertinent matters such as salary, the means to be used for interviewing prospective candidates, and the recruitment budget.

If the request is denied, the Dean will communicate in writing the reasons for denial, and upon request, will fully discuss them with the ranked faculty of the department or program. If a satisfactory resolution is not reached, either party may request a review of the decision by the Vice President for Academic Affairs, whose decision will be final.

When the Dean identifies the need for an additional faculty member, the reasons will be discussed with the ranked faculty in the department or program. They must concur with the Dean regarding the specific nature of the department's, or program's need before recruitment of a new faculty member is initiated. In the unusual instance where there is a disagreement between the Dean and a department or program, it may request a review of the decision by the Vice President for Academic Affairs, whose decision will be final.

Faculty members involved in the search have an obligation to review carefully all applications, to participate in discussions related to the recruitment process, and to vote on all questions pertaining to the selection of candidates for interview and the selection of the person to be appointed. They are further obligated to treat all application files and all relevant deliberations as confidential material. If appropriate faculty are not available for consultation, the final decision rests with the department chair or program director in consultation with the Dean.
When approval for additional faculty members, ranked or unranked, is obtained, the primary focus of the department or program in screening candidates is on the candidate's academic and teaching competencies in the field in light of department or program needs.

The Dean is especially charged with reviewing a candidate's general orientation towards the educational goals of the University.

All participants in the search may obtain consultation or opinions from inside or outside the University.

The department chair or program director shall submit to the Dean the vitae and other supporting materials for the three or four candidates judged most appropriate for the position and shall indicate the candidate selected by the department or program. The Dean shall recommend to the Vice President for Academic Affairs the candidate selected by the department or program unless the Dean's review indicates a lack of congruence between the candidate's general educational orientation and the educational goals of the University. In such a situation, the Dean shall discuss the reasons with the department or program and an attempt will be made to resolve the difference of opinion. If no resolution is achieved, the Dean shall direct the department or program to select another candidate.

It is the responsibility of the department chair or program director and the Dean to transmit information to the successful applicant about departmental and University standards and policies, including those contained in this Handbook.

When a final candidate is selected, the Dean, in consultation with the department chair or program director will determine the amount of prior relevant experience to be recognized as applicable towards promotion and/or tenure and will communicate this information in writing to the candidate and the department chair or program director.

No representative of the University will make commitments to prospective appointees without the written approval of the Dean, who must have approval from the Vice President for Academic Affairs.

8.2 Appointment of Ranked Faculty

All appointments of ranked faculty are made by the Vice President for Academic Affairs, on the recommendation of the Dean and the respective department or program.

All initial appointments are probationary and are for only one year unless explicitly stated to the contrary in the letter of appointment. The precise terms and conditions of every new appointment will be clearly stated in the initial letter of appointment, a copy of which will be put in the individual's personnel file (see Article 13.3). The rank offered new faculty members must be in accord with the requirements of that rank and with the policies on promotion and tenure.

8.3 The Pre-Employment File

The pre-employment file contains all material required or received by the University in connection with the faculty member's original employment. Prior to appointment, this file will be kept in strictest confidence in the Office of the Dean and will be available for confidential use only by the Vice President for Academic Affairs, the Dean, the Dean's professional staff, the members of the search committee considering the person's application for employment, and the Department of Human Resources. However, for a valid reason, the applicant and the Dean or the Vice President for Academic Affairs may authorize in writing access to his/her file by a person not indicated above.
Further, the President or Vice President for Academic Affairs or designee may permit access to and copying from such files pursuant to lawful requests of federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

After appointment, files for unsuccessful candidates shall be retained in the Office of the Dean for a period of at least three months. Items in the file of the successful candidate that are not of a confidential nature (e.g., academic transcripts, reprints) shall be placed in her/his employment record file (see Article 13.3.2). The remaining material (e.g., letters of recommendation and other confidential material) shall be placed in his/her academic record file (see 13.3.3).

8.4 Appointment of Administrative Officers as Ranked Faculty

All appointments of administrative officers of Regis University to the ranked faculty must be made in conformity with the provisions of Article 8.2 as clarified or altered below:

a. the department or program in which the appointment is to be made must evaluate the academic credentials of the applicant and give prior written approval of the appointment;

b. the rank offered must be in accord with the requirements of that rank and the qualifications of the individual;

c. the precise terms and conditions of every appointment will be clearly stated in writing by the Dean, a copy of which will be provided to the individual's immediate academic and administrative supervisors;

d. individuals receiving such appointments are not eligible for promotion to a higher rank or for advancement to tenure except that academic administrative officers as defined in Article 9.3 may be eligible for tenure and promotion as specified in Articles 16.4 and 17.3;

e. any academic or non-academic administrator who wishes to become a full-time member of the teaching faculty may apply for any appropriate opening and will be considered as any other applicant; and

f. a person may receive an administrative appointment for certain portions of his/her duties and a faculty appointment for another portion.

8.5 Appointment of Unranked Faculty

Appointment of unranked faculty is made in the manner and for the length of time set forth in Article 9.1.4. Such appointments are subject to adequate enrollment in the faculty member's course.

The letter of appointment for unranked faculty will include title, salary, course number, hours of credit, and required enrollment. The letter may indicate the date by which the appointment must be accepted.
8.6 Appointment of Regis College Summer or Special Session Faculty

Summer or special session faculty may be ranked or unranked. They are selected by the department chair in consultation with the Coordinator of Summer Session in accordance with the needs of the Regis College Summer Session. They are offered term appointments for such teaching.

Summer or special session faculty are hired to teach specific courses during the summer or special session, and time spent in such teaching does not count toward tenure or promotion.

Summer or special session faculty are expected to be available for a reasonable amount of time to counsel students regarding their course work. While it is difficult to specify the appropriate amount of time a faculty member should be available because of the varying types of courses offered and number of students enrolled, the amount of time allotted should be based on one and one-half hours per week per twenty students enrolled.

ARTICLE IX
Academic Ranks and Titles

9.1 Definitions of Academic Ranks and Titles

9.1.1 The Ranked Teaching Faculty

A ranked teaching faculty member is a full-time employee of Regis University who has been appointed to one of the four standard academic ranks: Instructor; Assistant Professor; Associate Professor or Professor.

Such a person:

a. is ordinarily responsible for full-time teaching or is a full-time employee teaching at least three three-credit courses per appointment year with the proviso that a person who is ordinarily considered an officer of the administration does not automatically achieve ranked status by virtue of teaching part time (see Article 8.4);

b. fulfills the duties and responsibilities of a faculty member as specified in Article 12; and

c. meets or exceeds the criteria for academic rank as detailed below.

Whenever a decision is necessary on whether an individual has met the criteria for a particular rank, such decision will be recommended by the department or program, and made by the Dean. Written copies of the decision will be provided to the department or program involved, the individual involved, and the Committee on Rank and Tenure.

9.1.1.1 Instructor

Criteria for this rank are:
a. possession of a master’s degree from a graduate institution of recognized standing or its equivalent (e.g., professional recognition in the creative arts, business, or medical community);

b. either proven or presumptive potential to obtain an appropriate earned doctoral degree or the appropriate terminal professional degree; and

c. either proven or presumptive potential for satisfactorily fulfilling the duties and responsibilities of a faculty member.

9.1.1.2 Assistant Professor

Criteria for this rank are:

a. possession of an appropriate earned doctorate or an appropriate professional degree (e.g., masters with C.P.A. or equivalent certification, or M.F.A) from a graduate institution of recognized standing; or accomplishments that are considered equivalent (e.g., recognized performance in the creative arts or in the business or medical community); or evidence of substantial progress toward the doctorate or terminal professional degree (e.g., completion of all requirements except the dissertation), with the understanding that the degree will be obtained before appointment to a tenure track, combined with a minimum of three years of full-time, ranked teaching in a regionally accredited college or university (or its equivalent as specified in Article 17.2.2);

b. three years of full-time, ranked teaching in a regionally accredited college or university, any or all of which may be waived if an appropriate earned doctorate from a graduate institution of recognized standing, or an appropriate professional degree, or accomplishments that are considered equivalent is obtained prior to appointment or promotion to this rank;

c. either proven or presumptive potential for satisfactorily fulfilling the duties and responsibilities of a faculty member; and

d. either proven or presumptive scholarship in the appropriate subject matter field and competence in instruction.

9.1.1.3 Associate Professor

Criteria for this rank are:

a. possession of an appropriate earned doctorate or an appropriate professional degree (e.g., masters with C.P.A. or equivalent certification, or M.F.A.) from a graduate institution of recognized standing or accomplishments that are considered equivalent (e.g., outstanding performance in the creative arts or in the business or medical community); and

b. a minimum of six years of full-time, ranked teaching in a regionally accredited college or university (or its equivalent as specified in Article 17.2.2) or a
minimum of five years of full-time teaching at the rank of Assistant Professor, 
two or more at Regis College (see Article 17.2.2).

9.1.1.4 Professor

Criteria for this rank are:

a. possession of an appropriate earned doctorate from a graduate institution of 
recognized standing, or an appropriate professional degree from such an 
institution (e.g., masters with C.P.A. or equivalent certification, or M.F.A.) or 
widely acclaimed accomplishments in the field (e.g., the creative arts or the 
business or medical community); and 

b. a minimum of six years of full-time teaching at the rank of Associate Professor in 
a regionally accredited college or university, three or more at Regis College (or 
its equivalent as specified in Article 17.2.2).

9.1.2 Professor Emeritus/Emerita

This rank may be awarded to ranked faculty who have voluntarily limited or terminated their 
responsibilities as a faculty member after ten or more years of distinguished service to the 
University. A Professor Emeritus/Emerita is so designated and appointed by the President or 
Vice President for Academic Affairs.

A Professor Emeritus/Emerita is accorded the privileges of the regular, ranked faculty, except for 
tenure, and is accorded those privileges specified in Article 14.6.1 for Professor 
Emeritus/Emerita. The person's name is recorded at this rank in the University Bulletin for life.

No compensation accrues by virtue of this rank unless, by mutual agreement among the 
department or program, the Dean, and the individual, a part-time appointment to teach or to 
perform other duties is offered. In such cases, supplementary benefits, if any, will be set forth in 
the appointment.

9.1.3 Professor Alumnus/Alumna

Any member with ten or more years of service at Regis University who voluntarily leaves 
employment with the University under the terms of the mid-career redirection program as 
specified in Article 14.7 will be assigned the honorary title of Professor Alumnus/Alumna.

No compensation accrues by virtue of this rank unless, by mutual agreement between the 
department or program, the Dean, and individual, a part-time appointment to teach or to perform 
other duties is offered. In such cases, supplementary benefits, if any, will be set forth in the 
appointment.

9.1.4 The Unranked Faculty

An unranked member is usually a part-time or temporary employee of Regis College under a term 
appointment who has been assigned one of the following academic titles: Lecturer, Visiting 
Professor, or Guest Professor.
Such a person:
   a. usually has less than a full-time teaching load;
   b. usually has no other faculty duties and responsibilities, except those listed below;
   c. meets or exceeds the criteria of the appropriate temporary academic title; and
   d. is selected in the manner set forth below.

9.1.4.1 Lecturer

Lecturers are part-time faculty in Regis College selected by the appropriate department chair in consultation with the Dean. Lecturers are hired to teach specific courses on a semester basis. The position usually does not lead to or count toward tenure or lead to promotion to the regular academic ranks.

Selection of lecturers should be consistent with the academic standards of Regis University. A person assigned this title should meet or exceed the minimal requirements set forth in Article 9.1.1.1. In lieu of these requirements, considerable experience in an appropriate technical, artistic, or professional field may be substituted.

Lecturers have the same freedom and responsibility in the management of courses as full-time faculty members.

Lecturers are expected to be available for a reasonable amount of time (approximately 1 1/2 hours per week for each course taught) to counsel students regarding their course work.

9.1.4.2 Visiting Professor

This title is assigned to individuals who hold or have held professorial rank (Assistant Professor, Associate Professor, or Professor) at another institution of higher education or have accomplishments that are considered equivalent (e.g., outstanding performance in the creative arts, or in the business or medical community), and who are appointed to teach (or to teach and pursue other duties) at Regis University only for a limited period of time (e.g., as a scholar or an artist in residence); such time to be agreed upon in writing between the visiting professor and the Dean, in consultation with the appropriate department chair or program director.

The University recognizes their academic standing and accords them the usual privileges of ranked faculty.

Visiting Professors are appointed by the Vice President for Academic Affairs, upon the recommendation of the department chair or program director in consultation with the Dean.

Any supplementary benefits must be agreed upon prior to appointment.
9.1.4.3 **Guest Professor**

This is an honorary title which may be assigned to individuals who offer educational experiences to the students of the College on a regular part-time basis. Such individuals may receive an honorarium for their services. Assignment of this title is made by the Vice President for Academic Affairs upon the recommendation of the department chair or program director and the Dean.

When the Dean does not concur with the recommendation, the decision, along with written reasons, is given to the immediate academic supervisor. Then a meeting between the Dean and the immediate academic supervisor will be held to attempt to resolve the disagreement. If the difference in opinion cannot be resolved, the disagreement will be referred to the Vice President for Academic Affairs, whose decision will be final.

When the Dean concurs with the recommendation, the decision, along with the original documents, is submitted to the Vice President for Academic Affairs. A copy of the written approval of the Vice President for Academic Affairs is given to the immediate academic supervisor. In the unusual case where the Vice President for Academic Affairs disapproves such a recommendation, the reasons for disapproval will be given in writing to the Dean and the immediate academic supervisor. Then a meeting between the Vice President for Academic Affairs, the Dean and the immediate academic supervisor will be held to attempt to resolve the disagreement. If the difference in opinion cannot be resolved, the decision of the Vice President for Academic Affairs will be final.

When the recommendation for the assignment of this title originates with the Dean, the concurrence of the department chair or program director must be obtained in writing.

9.2 **Department Chairs in Regis College**

Department chairs represent the faculty of and have administrative responsibilities within their respective departments. They have the special obligation to build departments strong in scholarship and teaching capacity. The chair of every academic department is a ranked faculty member, appointed by the Dean upon the recommendation, by a majority vote, of the members of the department. If the Dean does not concur in the department's selection of a chair, the Dean must give the department reasons in writing and discuss her or his recommendations with the department. In the exceptional circumstance when the Dean and the department cannot reach agreement, the matter is referred to the Vice President for Academic Affairs whose decision is final. When, in the best interests of the department or the University, it is necessary to appoint a department chair from outside the University, the Dean and the department will conduct a cooperative search and the Dean, with the advice of and in consultation with the department, will appoint a department chair. Department chairs may be evaluated either at their request or at the Dean’s discretion, and at least once during each of their three year terms.

9.2.1 **Term of Office**

The department chair is elected in April to serve a term of three (3) years, which ends at the conclusion of the appointment year. S/he may be reappointed to one additional three year term if the department members so recommend. After serving two consecutive terms, an individual becomes eligible for re-election after three years.
A department chair can be relieved of administrative duties at any time during the term of appointment. The department can remove the chair from office if one-half of the department members sign a petition requesting removal of the chair and if two-thirds of the department so vote by written ballot in a consequent department meeting, the Dean presiding, in which the chair has had the opportunity to answer the complaints set forth in the recall petition. The Dean can relieve the department chair of administrative duties if there is a clear indication of the necessity for such action, but only after consultation with the department and after the chair has had the opportunity to respond to the Dean concerning the problem. Being relieved of administrative duties does not affect the individual's status as a faculty member. When a department chair is to be absent for a period of one month or less, s/he has the authority to appoint a substitute from within the department after consultation with the Dean. When the absence is unforeseen or will be for more than a month, the Dean will appoint an acting chair after consultation with the department.

9.2.2 **Duties and Responsibilities**

The department chair's duties and responsibilities include:

a. scheduling department meetings;

b. preparing the agenda and presiding over all department meetings and assuring that the minutes of such meetings are forwarded to the members of the department and to the Dean within two weeks following the meeting;

c. maintaining a file of departmental records;

d. assisting departmental faculty in a yearly evaluation of their performance and preparing the required written evaluations;

e. making candid and documented recommendations to the Committee on Rank and Tenure, which recommendations address the criteria regarding promotion in rank, advancement to tenure, and renewal of appointments of departmental faculty members;

f. drawing up the teaching schedule of the department so that the teaching load provisions in Article 12.3.2 are maintained, after consultation with the individual members and subject to the approval of the Dean or designee;

g. recruiting of new faculty according to Article 8;

h. preparing, in consultation with departmental faculty, departmental objectives, descriptions and revisions of teaching programs, or curricula, and course descriptions for the Bulletin and the appropriate faculty committee;

i. in consultation with members of the department manage the department’s yearly budget;

j. approving the outline or syllabus of each special study, independent study and experimental course offered by departmental faculty;

k. overseeing and assisting in the department's academic advising program;
1. preparing the annual report on the department's progress;

m. evaluating student complaints regarding department members and handling them in accordance with department and University procedures;

n. supervising and being accountable for the departmental procedure by which students are accepted as majors and approved for graduation;

o. selecting departmental office staff, supervising their duties, and evaluating their performance, when applicable, in accord with the Human Resources Policy Manual of Regis University;

p. assigning to other members of the department such specific duties as will make possible the more effective operation of the department;

q. attending all regularly scheduled Department Chairs’ meetings and serving as liaison between the Dean and the department; and

r. supervising, in conjunction with the Dean or designee, the department’s outcomes assessment processes

9.3 Administrative Officers and Academic Rank

9.3.1 Administrative Officers

Persons who are full-time employees of Regis University and who hold academic or non-academic administrative positions may be granted academic rank in Regis College, subject to the provisions in Article 8.4.

Individuals holding academic rank under this section must:

a. teach in Regis College at least one three or four credit hour course for which they are qualified every two years, subject to the needs of the department or program concerned;

b. function as does any other member of a department or program (i.e., attend meetings and bear a fair share of responsibility for the department or program's business); and

c. fulfill the duties and responsibilities as well as enjoy the rights and privileges of a ranked faculty member with regard to the teaching function.

9.3.2 Academic Administrative Officers

The academic administrative officers of Regis College include the Academic Dean of Regis College, and the Assistant or Associate Dean(s) of Regis College. Academic administrators may be eligible for advancement to tenure and promotion to a higher rank subject to the provisions in Articles 16.4 and 17.3.
ARTICLE X
Regis College Committee on Rank and Tenure

The Regis College Committee on Rank and Tenure annually reviews the progress of the faculty with regard to their professional growth and their fulfillment of the obligations of faculty appointments and makes recommendations to the President, with copies to the Vice President for Academic Affairs and to the Dean, concerning personnel actions such as advancement to tenure and promotion in rank as set forth in Articles 13, 16, and 17.

The Committee is composed of five members elected in the spring semester by the following criteria:

a. each member must be a full-time, tenured member of the faculty with three or more years of continuous service at Regis College who holds the rank of Assistant Professor, Associate Professor, or Professor;

b. no more than two members may be from any one academic department; and

c. no member may be on the Review Committee.

Nominations for service on this committee will include all eligible faculty members who have agreed to serve. The election is conducted by the Faculty Development Committee. A simple majority of the votes cast by the members of the faculty shall be necessary for election. Terms of office, which are for three years, expire in rotation with two terms ending in one year, two ending in the next year, and one term ending in the third year. Terms begin the day after Spring Commencement. Vacancies are filled by special election; a person elected to fill a vacancy serves for the remainder of that term.

The duties and responsibilities of the Committee on Rank and Tenure include the following:

a. consider and recommend on all applications for advancement in rank and appointment to tenure;

b. apply the criteria for rank and tenure decisions set forth in Articles 16 and 17;

c. review the progress of all faculty as called for in Articles 13, 16, and 17;

d. seek such information and assure that such records as are needed to fulfill its functions are maintained, including confidential records of its deliberations as far as legally permitted;

e. ensure adherence to filing dates as established by the Committee or as specified in Articles 13, 16, and 17;

f. determine that supervisory evaluations are sufficient for judgment and address the criteria established in Articles 13, 16, and 17;

g. file such reports as needed to fulfill its functions;
h. review and recommend to the Dean, the Vice President for Academic Affairs, and the Faculty Senate desirable changes in the criteria for promotion in rank and for advancement to tenure;

i. participate in the selection of the Regis College Lecturer as specified in Article 11.9, “Faculty Honors”;

j. prepare and revise the forms necessary to carry on its activities;

k. supervise the students' evaluations of courses;

l. revise as necessary the informational guidelines for applicants which summarize the requirements for tenure and promotion, help guide applicants in how best to present their case concisely while covering the issues in which the Committee is most interested, reflect the Committee's recent experience with rank and tenure issues, and offer suggestions for limiting the volume of evidence in order to make the evidence more effective;

m. revise as necessary the separate application forms for tenure and for each level of advancement in rank which are designed to help applicants focus on the major criteria for tenure or for each level of advancement in rank;

n. initiate whatever action is necessary to fulfill its duties and responsibilities.

The Chair of the Regis College Committee on Rank and Tenure, or her/his designee, also serves as a member of the Regis University Library Committee on Rank and Tenure.

ARTICLE XI
Faculty Rights and Privileges

11.1 Academic Freedom

Regis University affirms and is guided by the ideal that all members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 “Statement of Principles on Academic Freedom and Tenure” jointly formulated by the American Association of University Professors and the Association of American Universities as reissued in 1990.

Specifically, the following excerpts from the 1940 Statement, as reworded in 1990, define what is meant by academic freedom.

“Institutions of higher education are conducted for the common good and not to further the interests of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.”

“Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries duties correlative with rights.”
“(a) Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.”

“(b) “Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.”

“(c) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.”

11.2 Faculty Voting

All members of the faculty are entitled to a full vote on faculty-wide matters and on the department and program matters of those groups to which they belong in accordance with applicable by-laws or rules established by those groups.

11.3 Changes in the Educational Program

A proposal to discontinue or change a Regis College department, program, or service not involving the termination of a member will be made in accordance with established governance procedures. The decision for change or discontinuance is subject to the approval of the Vice President for Academic Affairs after consultation with the Dean and the members of the affected department, program or service. (See also Article 13.3.1)

11.4 Office Facilities

All full-time faculty members will be assigned office space on campus equipped with at least a desk, two chairs, a bookcase, filing cabinet, a computer with word processing capability and other discipline appropriate software, an Internet connection, an electronic mail account, and access to a telephone. Since some of these offices are semi-private, the Dean or designee will assist in locating suitable private space for meetings of a confidential nature. Provision of computers, electronic mail, and Internet access is conditioned upon the faculty member’s compliance with the University’s Responsible Use of Technology policy. This policy shall not be deemed to and shall not be construed in a manner that would infringe the academic freedom rights of faculty per Article 11.1.

In addition, the University will provide each department or program with at least a departmental file cabinet, access to a desk and chair for a departmental administrative support staff member or work-study student, and a computer with a printer and software that are compatible with University-wide information technology support services.
The University also examines the needs of individual faculty members for personal computer upgrades and replacements, printers and software which are compatible with University-wide information technology support services as explicated in departmental budget requests and/or individual requests and to act favorably on these requests whenever feasible.

These lists are not intended to prevent upgrades in office space or equipment.

11.5 Faculty Administrative Support

Regis University will make available to the faculty the services of at least one part-time administrative support position for each of the major departments and programs. The Dean or designee shall keep the faculty informed of the location of these administrative support staff. General regulations governing the services of a faculty administrative support staff member are:

a. the work submitted should have a direct bearing on the faculty member's University responsibilities;

b. all work will be done on a “first come, first served” basis; and

c. sufficient time should be allowed for the completion of any work submitted. Although as prompt a service as possible will be provided, no positive assurance can be given that material will always be ready at a given time.

11.6 Sabbatical Leave

Regis College, recognizing the necessity for faculty to acquire new experiences to enrich their teaching and professional activities or to secure uninterrupted time for research and writing, provides them with sabbatical leaves. The College encourages professional growth and increased competence and productivity among members by subsidizing significant research, creative work, or a program which is judged by the Faculty Development Committee to be of equivalent value, such as some other program of study, or an organized experiential program, or an exchange of responsibilities with faculty at another four year college or university.

11.6.1 Eligibility

Any faculty member with the rank of Assistant Professor or higher who has served full time for six academic years at Regis University or who has completed six academic years of full-time service at Regis University since the last sabbatical is eligible for a sabbatical leave. Normally, appointment periods as an unranked faculty member or as a ranked member on a term appointment do not apply.

11.6.2 Stipend

Stipends for sabbatical leaves are one semester at full salary or one academic year at one-half of full salary. Salary means the equivalent of that provided in the Salary Document. Normal raises and benefits will not be withheld by reason of the sabbatical leave. Moreover, while the member is on sabbatical leave, both the member and the University will continue to pay their normal full share toward retirement, group life, health, disability insurance, and federal and state programs to the extent permitted by law.
A member with sabbatical leave may also receive an additional fellowship or grant from an appropriate source for this period. If, when such additional monies are added to the sabbatical stipend minus all expenses related to the sabbatical project, the net shall total more than the member's normal salary, the sabbatical stipend shall be reduced by the amount which exceeds the normal academic salary. Such refunded monies will be made available either for sabbatical purposes by other members in the same year or encumbered and added to the following year's budget for this purpose. In the case of such a refund by a member on sabbatical leave, the University will assure that its normal full share of retirement, group life, health, and disability insurance, and Social Security are paid; it may also bill, if necessary and appropriate, the member for his/her normal share of these items.

11.6.3 Application Policies and Procedures

A member must make a formal application for sabbatical leave, using the forms and guidelines provided by the Faculty Development Committee. The application must include a lay person summary as well as a narrative outline of the project to be pursued, a statement showing how it will increase professional competence, value to the University, and how the purposes set forth in the opening paragraph of “Sabbatical Leave” are satisfied. The member must also indicate in writing the qualifications that the member possesses to pursue the proposed project and time since last sabbatical.

These items are submitted to the immediate academic supervisor in sufficient time to permit the general deadlines set forth below to be met. Failure to submit the formal application on time will result in a loss of sabbatical opportunities for that year.

Inasmuch as the regular full-time staff of the department or program may be expected to absorb the teaching load of the individual on leave, the immediate academic supervisor, in consultation with the members of the department or program, will prepare a statement, attached to the sabbatical application, showing how this will be accomplished. In cases of a one-semester leave at full pay, or its equivalent, an unranked faculty member may be hired to cover necessary course(s); in case of a full academic year's leave at reduced pay, or its equivalent, or a leave in which the University reduces the sabbatical salary because of outside income as explained in Article 11.6.2, a portion of the money saved will be allocated to hire unranked faculty as needed. Any unranked faculty hired shall be paid in accordance with the applicable provisions of the Salary Document. Normally, no more than one sabbatical per semester will be granted within a single department or program with dedicated faculty lines. Departments and such programs are advised to plan their curriculum offerings and sabbatical applications in ways that stagger sabbatical leaves.

The original and two copies of the application, the immediate academic supervisor's evaluation and recommendation, and the statement of the academic unit’s plans referred to above will be submitted to the Dean no later than the first class day following October 1, of the year preceding the year for which the sabbatical application is made. Within seven calendar days of the receipt of these materials, the Dean will forward two copies of all the applications received to the Chair of the Faculty Development Committee; the originals are retained by the Dean for eventual inclusion in the applicant's personnel file.
The Faculty Development Committee is responsible for rejecting applications which do not meet the criteria set forth in this section and for ordering the remainder in terms of precedence. If all applications are of comparable quality, the order of selection will be determined by seniority based, in order, upon years of teaching at Regis University, years since last sabbatical, and academic rank. The Committee may, for good reasons stated in writing, recommend one applicant over another regardless of seniority.

Within two weeks of the receipt of the documents, the Faculty Development Committee will return one copy of each application, together with its written recommendations, to the Dean; the second copy is retained by the Committee.

The Dean, in consultation with the Chair of the Faculty Development Committee and two other members of the Committee who are elected by the Committee for this purpose, will make the final decision in light of the total needs and capabilities of the University. By January 15, the Dean will simultaneously inform, in writing, the applicant, the immediate academic supervisor, the Chair of the Faculty Development Committee, and the Chair of the Committee on Rank and Tenure of the approval or disapproval, for stated cause, of the application.

11.6.4 Obligations of Sabbatical Recipients

The recipient of a sabbatical leave incurs these obligations:

a. to make every reasonable effort to fulfill the terms of the sabbatical;

b. to return to the University for a minimum of one year of full-time service following the completion of the sabbatical leave; and

c. to file a detailed written report on the results of the sabbatical with the immediate academic supervisor, the Dean, the Chair of the Faculty Development Committee, and the Chair of the Committee on Rank and Tenure within ninety (90) calendar days after the beginning of the semester following the sabbatical leave. By agreement with the Committee and the Dean, such reports may be made orally to a group of interested faculty, librarians and students.

11.6.5 Additional Information

Time toward each new sabbatical begins with the academic year immediately following the academic year in which the sabbatical was taken, provided the member has returned to full-time service.

Time on sabbatical leave counts toward promotion in rank and/or tenure, unless the member and Regis University agree in writing to waive this provision at the time the leave is granted.

11.7 Faculty Development

Regis University encourages the professional development of the Regis College faculty by providing financial assistance through the Faculty Development Committee. The Committee maintains the policies and procedures for each of its many programs. Any member may request copies of these policies and procedures.
The Faculty Development Committee will choose a STEPP (Scholarship, Teaching, Extraordinary Service, Pedagogy, and Programs) Component Subcommittee from its members. This subcommittee shall consist of at least two faculty, one of whom must be tenured, and shall be charged with making recommendations to the Dean regarding STEPP Component applications. In making these recommendations, the subcommittee shall follow the criteria for STEPP Components found in this handbook.

A partial listing of Faculty Development Committee programs with a brief description follows.

11.7.1 Professional Travel Expenses

Regis University supports the members of the Regis College faculty who are interested in attending meetings of learned or professional societies as a means of keeping abreast of their fields of teaching and research. The University encourages this professional development by providing financial support for such activities. University monies to support professional travel expenses are made available through the Faculty Development Committee, which is responsible for developing and disseminating forms, policies, and procedures relative to professional travel matters and for disbursing such funds in as equitable a manner as possible.

11.7.2 Financial Support for Research and Other Professional Activities

Regis University makes financial assistance for research and other professional activities available through the Faculty Development Committee. Any full-time Regis College faculty member engaged in research and other professional activities, including Associate Professors who have released time to do research under Article 17.1, may request such assistance. This assistance includes, but is not necessarily limited to:

a. small grants-in-aid to help a teaching faculty member in developing teaching skills, classroom courses and/or teaching aids; these small grants also provide help for minor expenses for teaching and professional activities and for minor expenses such as the purchase of equipment and supplies, travel, clerical or student assistance, duplication costs, specialized library acquisitions to enhance teaching, and costs of reprints;

b. summer grants to relieve the recipient of academic duties other than summer teaching that is a part of one's required teaching load;

c. reduced teaching load in accordance with provisions in Article 12.3; and

d. publication and art honoraria to acknowledge academic or professional achievement.

The Faculty Development Committee maintains detailed descriptions of these and related programs, including current policies, procedures, and applications.
11.7.3 **Other Support for Research and Other Professional Activities**

Whenever possible, Regis University will make available, at no cost, to members engaged in research and writing, a private room to use for research-related activities. Requests for rooms are directed to the Dean or designee who will make arrangements with the appropriate University officers.

To encourage members to seek and to accept grants from outside agencies such as the National Endowment for the Humanities or the National Science Foundation, Regis University will make up the difference between an outside grant and the salary a member would make had the grant not been accepted. While the member is receiving benefits from the grant, the University will also continue to provide all fringe benefits it would normally provide had the grant not been accepted.

11.8 **Faculty Honors: The Regis College Lecturer Award**

The Regis College Lecturer Award honors an outstanding member of the Regis College faculty who is teaching full time. The purpose of the award is to recognize a faculty member for creative achievement in teaching and/or publication in the academic areas of the College. The recipient receives an honorarium and delivers a formal lecture on a subject of her/his choosing before the student body, the faculty, and invited guests at a University convocation.

In December, the Chair of the Committee on Rank and Tenure invites all members of the faculty to submit nominations for the award. All nominations from the faculty are considered by a nominating committee composed of the Chair of the Committee on Rank and Tenure, the Chair of the Faculty Development Committee, and the three immediate past recipients of the award. The Chair of the Committee on Rank and Tenure acts as chair of this nominating committee. This five member body screens all names submitted by the general faculty, selects valid nominations, and adds additional nominations if it desires. From the entire list of nominees, the nominating committee proposes the names of finalists to the Committee on Rank and Tenure and the Faculty Development Committee. These two committees meet in joint session in February and by secret ballot render the final selection, which is made by a simple majority of the votes cast. The name of the selected person is then transmitted to the Vice President for Academic Affairs, who makes the formal announcement.

A winner of the award becomes eligible for re-nomination after three years.

11.9 **Summer Teaching**

College faculty members are given first choice in the teaching of courses during the Summer Session. Faculty interested in such teaching should so inform their department chair and the Coordinator of Summer Session as early in the year as possible, using forms provided by the Coordinator of Summer Session.

Summer Session appointments are issued by the Coordinator of Summer Session no later than April 20.
ARTICLE XII
Faculty Duties and Responsibilities

Membership in the academic profession carries with it responsibilities for the advancement of knowledge, the intellectual growth of students, and the improvement of society. Members are expected to model for students exemplary citizenship, scholarship and service. All faculty members must order and evaluate their activities in terms of commitment to these goals, as well as in terms of their own personal and professional development. To that end, faculty are encouraged to design a Professional Development Plan. The plan is intended to help direct the faculty member’s own professional growth by working with others to further the vision and goal to affect student learning. The plan should include faculty goals for teaching, research, and service and should guide the faculty in the STEPP election process. Moreover, all members of the faculty of Regis University have a special obligation to understand the nature of this institution of higher learning, and to appreciate its unique characteristics and its philosophy and objectives. They should want to be associated with such an institution and should strive to improve the intellectual and practical effectiveness of the University by willing and thoughtful participation in its governance.

As an educational institution, Regis University does not wish to impose a rigid body of codified rules upon the members of its faculty. The University does, however, have certain legitimate expectations concerning the conduct of professional academics. The following statements outline in a general way the obligations incumbent on faculty members of Regis University.

12.1 Professional Ethics

Although no set of rules or professional code can either guarantee or take the place of a scholar's personal integrity, Regis University believes that the “Statement on Professional Ethics” promulgated by The American Association of University Professors may serve as a reminder of the variety of obligations assumed by all members of the academic profession.

Since all faculty members should strive to make these recognized standards of the profession an integral part of their personal and professional lives, they are reproduced below as revised in 1987.

“I. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

“II. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to assure that their evaluations of students reflects each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.
“III. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

“IV. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and gives due notice of their intentions.

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

12.2 Regulations Affecting the Offering of Regis College Courses

12.2.1 Course Offerings

Course offerings are planned and decided upon by the department or program. It is the responsibility of the department chair or program director to call a meeting each year so that the respective faculty members can discuss and determine the course offerings for the next year. All course offerings should be in accord with the general requirements of the University and of the College, the needs of department or program majors, and the needs of the general student body.

In the last week of January for the following fall semester and in the second week in September for the spring semester, the Dean will submit a request for the next year's course offerings to each department chair or program director. The individual recipients, after consultation with the Dean and with the members of the department or program, will comply with these requests. They will also assure that current descriptions of regularly offered courses are available for inclusion in the University Bulletin.

12.2.2 Course Syllabi

Prior to the first class day of each academic term, each faculty member will have prepared a written syllabus (course goals, list of topics, requirements, assignments, etc.) for each of his or her courses for that term.

It is the responsibility of the Dean or designee to remind each faculty member to provide him/her with a copy of the syllabus for every course offered each semester. It is the responsibility of each faculty member to comply.
Copies of all syllabi will be available in the Dean’s office for public review. A copy will also be placed in the appropriate personnel files no later than two weeks after the beginning of the term in which the course is offered.

12.2.3 Academic Schedules

The schedule of each faculty member is established by the department chair or program director in consultation with the faculty member. The total department or program schedule, which, whenever possible, shall include course offerings throughout the day, five days a week, is subject to the approval of the Dean. The Office of Academic Records and Registration is responsible for developing and implementing operational policies concerning adjusting preliminary class schedules to achieve the most effective use of University classroom space.

Full-time faculty teaching in more than one program of the University will distribute their teaching load in accordance with the schedule agreed upon between themselves and the appropriate supervisor in each program, graduate or undergraduate, in which they have contracted to teach. Any such schedules must be reviewed by and approved in writing by the appropriate dean(s) and the Vice President for Academic Affairs.

12.2.4 Course Content

Except for standardized departmental courses with multiple sections which are handled by departmental committees or modularized courses in accelerated programs, the faculty member is responsible for planning and presenting the course material, establishing course objectives and requirements and making them known to the students, and selecting and ordering texts and supplemental materials. In all courses, the faculty member is responsible for preparing, administering, and grading papers and examinations, for assigning grades, and for presenting course material consistent with the level of the course.

12.2.5 Cancellation of Classes

Faculty members are expected to meet their classes punctually.

If the faculty member cannot meet a class, s/he should notify the department chair as well as the Office of the Dean so that the students can be notified. When inclement weather necessitates the cancellation of classes, the Associate Vice President for University Services or designee is responsible for making the determination and for notifying the major radio stations, the major television stations, and for announcing the cancellation through the University’s communication systems.

12.2.6 Final Examinations

The University requires that:

a. a final examination or equivalent be administered in every course;

b. when a final examination is chosen, classes meet at the official examination times established by the Office of the Registration and Records, although in the case of a lab
which is co-requisite to a course, the final examination for both may be administered at the time established for the course; and

c. because additional office hours will normally be needed during examination periods, a faculty member who chooses an equivalent pedagogical assessment method that does not require the class to meet, be available on-campus for student consultation at the examination times established by the Office of Academic Records and Registration.

Waiver of the final examination or equivalent requires the approval of the department chair or program director and the Dean.

12.2.7 Classes by Special Arrangement

Faculty members may offer special studies (tutorials in regularly established courses), independent studies (tutorials in special fields or topics not covered by established courses), and experimental courses (scheduled courses in special fields or topics not listed in the Bulletin). Policies and procedures governing such offerings are established by the Academic Policies and Standards Council and are administered by the Dean.

12.2.8 Sale of Instructional Materials

The primary purpose of the University bookstores is to supply for sale all textbooks and supplemental materials used in University courses. The private sale of such instructional materials by faculty members is not permitted; however, it is the responsibility of each faculty member to select such materials and order them through the University bookstores.

12.2.9 Special Fees for Courses

Any special fee assessed to a student in conjunction with any course must be approved by the Dean, the President’s Cabinet, and, if appropriate, the Board of Trustees. Such fees may include lab fees, fees for special materials, make-up examination fees, etc. Any such fee must be announced in the appropriate registration guidelines. Fees may not be collected by the faculty member. Once approved, the means for identification and disbursal of such fees must be arranged for in advance with the appropriate vice president by the faculty member. These arrangements should be agreed to in writing.

12.2.10 Deadlines Related to Courses

Each faculty member is responsible for meeting the appropriate deadlines established by the Dean, the Office of the Registration and Records, and the University bookstores.

12.3 Regis College Faculty Workload/Responsibilities

Regis University desires to assure equity in the distribution of assignments. An unduly heavy workload can impair effectiveness in class and laboratory and in student advising; an unduly light load deprives the University of services that should be rendered by a full-time teacher and inflicts an unjust burden upon other faculty members.
The workload for each faculty member in a given year is composed of a variety of activities and responsibilities that are essential to the life and quality of an academic community. It is crucial that there be the closest possible link between these activities and the evaluation of the performance of individual faculty members for probationary employment, for tenure, and for promotion in rank. To that end, faculty are encouraged to design a Professional Development Plan. The plan is intended to help direct the faculty member’s own professional growth by working with others to further the vision and goal to affect student learning. The plan should include faculty goals for teaching, research, and service and should guide the faculty in the STEPP election process.

The standard employment expectation for full-time Regis College faculty consists of:

a. One Community Component of service and scholarship responsibilities common to all faculty members;

b. Six Teaching Components, i.e., courses to be taught each academic year; and

c. One STEPP (Scholarship, Teaching, Extraordinary Service, Pedagogy, and Programs) Component of responsibilities tailored to the faculty member’s preferences and capabilities within each academic year.

12.3.1 Community Component

The Community Component of faculty workload includes duties and responsibilities shared by all faculty, e.g., availability to students, student advising, participation in governance activities, and scholarship and professional development. The main elements that form the basis for the Community Component of faculty workload and the basis for evaluation of performance are as follows:

a. duties associated with teaching (such as attending department, program, and general faculty meetings, and normal academic advising, i.e. typically, twenty students); and

b. non-teaching duties (such as service to the University, the student body, the community, research and professional activities, and teaching improvement activities).

12.3.1.1 Duties and Responsibilities Associated with Teaching

Since a basic objective of private institutions of higher education like Regis University is to assist all students in developing their interests in order to reach their full personal and professional potential, the University emphasizes the role of its faculty in the academic advising of students.

Although there are other offices that provide specialized counseling, the faculty member has a special and unique mentorship role which may take four forms:

a. advising of the student with regard to the student's work in classes taught by the faculty member;
b. freshman advising and/or advising students who have not declared a major;

c. serving as a departmental advisor in the student's major area to assist the student in setting academic goals, and to ensure that University and departmental requirements are met and understood by the student, and that electives are planned to coincide with the student's personal and career objectives; and

d. recognizing when the student needs professional assistance with problems of a personal nature or resulting from academic skill deficiencies and directing the student to the appropriate office or person from whom such assistance is available.

12.3.1.2 Faculty Availability: Full-time Faculty

It is considered essential that each student have sufficient opportunity to consult with faculty members. The University recognizes that dedicated scholars and researchers must on occasion be absent from campus pursuing justifiable personal and professional activities. Full-time faculty members may be off campus for one day during each class week; however, they are expected to be available for on-campus activities at least four of the days a week when regular classes are scheduled.

Each faculty member must establish regular and adequate office hours so distributed throughout the week as to be of maximum convenience to the students. A minimum of five hours per week must be scheduled, although a greater amount of time may need to be allocated by a faculty member if the number of academic advisees so warrants it. Additional office hours will normally be needed during registration and examination periods. Established office hours and/or procedures for appointments must be brought to the attention of the students and a copy filed with the Office of the Dean.

12.3.2 Teaching Components

12.3.2.1 Academic Work Year

Faculty members are expected to be available at the location of their teaching duties throughout the time periods specified by the program(s) in which they are involved.

In Regis College, the academic year begins at the start of freshman orientation in the fall and ends on the day spring semester grades are due or the day of Regis College commencement, whichever comes later. Faculty members are expected to be on campus to perform their faculty duties and responsibilities throughout this time period, except during scheduled University vacation periods and holidays. Faculty who teach at other times (e.g., in Summer Session) will be available on a basis appropriate to the duties for which they have agreed to serve.

A measurable portion of the faculty workload is the teaching load. The following measures pertain only to calculation of workload for teaching members. On occasion, there may be exceptions to these general guidelines. At Regis College, the teaching load
is defined in terms of credit hours. In Regis College, a full-time faculty member will normally be responsible for 17-19 credit hours in two semesters per academic year. Teaching credit hours for faculty in Regis College equal student credit hours except as indicated below. The standard for a three-credit undergraduate course in Regis College is defined as one which is normally scheduled to meet for 40-42 contact hours of classroom instruction per semester.

In order to assign these teaching credit hours equitably and to assess the teaching load of individual faculty members, the following variables will be taken into account by the department or program and the Dean: the number of students taught; the number of class preparations; involvement in the development of new courses; participation in service to the department or program, or to the University; involvement in professional activities; and whether the faculty member is working toward promotion to the rank of Professor.

As indicated above, the teaching credit hours in Regis College ordinarily equal the student credit hours. The exceptions are:

a. laboratory courses that meet for more than one hour per credit count as one teaching hour more than the credit hours awarded to students; and

b. three students supervised in three semester hours of Independent Study, Special Studies, or an Internship equal one teaching credit hour.

Team-taught courses are counted in full for all members of the teaching team, provided that all members of the team are ordinarily present for all class sessions. A full-time faculty member, however, may not participate in more than two team-taught courses per academic year. At the discretion of the Dean, the total number of team-taught courses in an academic year may be limited. Teaching credit hours for other unusual teaching circumstances will be awarded on the basis of agreement among the member, the department chair or program director, and the Dean.

If enrollment for a lower division course is fewer than nine students or for an upper division course is fewer than six students, the course will not be taught unless the department or program deems it necessary and the Dean concurs in this decision. Also, at the faculty member's option, such a course may be offered on a special-study basis, and the faculty member's teaching load, including laboratory courses, will be computed as above. In the case of part-time faculty, the rules for compensation used with summer classes apply.

If, in a given semester, a faculty member's load is below what is normally required, the appropriate chair or program director, with the approval of the Dean, will either make provision for additional teaching responsibilities within the same term or in another term of the same academic year, or in consultation with the faculty member, propose to the Dean an alternative use of the faculty member's time. If the latter is the case, provision will be made so that the duties proposed are reasonably consistent with the needs of the department or program and the University and the expertise of the particular faculty member. All such proposals will be reviewed by the Dean and are subject to the Dean's approval.
No department, program, or the University may require an individual faculty member to teach more than the teaching load prescribed above. However, if the Dean requests in writing and the faculty member voluntarily agrees in writing to teach an overload, the University will compensate the faculty member. Such compensation will be prorated on the basis of 10% of the faculty member’s annual salary for three teaching credit hours of overload. Payment of this additional compensation will be distributed over the pay periods coincident with the time period of the overload activity. A faculty member may request in writing a teaching overload without compensation subject to written approval of the Dean. Any overload, be it with or without compensation, may not exceed three teaching credit hours per semester. If a class must be taught on an overload basis, the Dean will consult with the appropriate department chair to ensure that the request for the overload is offered to each faculty member in the affected department.

Throughout this delineation of faculty workload the term “course release” (or “course reduction”) should be understood to refer only to these six courses.

12.3.2.2 Course Releases

A chair of a department with four or more full-time equivalent faculty members, where every 18 part-time semester hours taught by adjunct faculty count as one FTE faculty member is eligible for a one-course reduction (i.e., from six courses to five). A chair of a department or division with more than ten FTE faculty members is eligible for an additional one-course reduction (i.e., from five courses to four).

A faculty member who directs an interdisciplinary program that involves multiple academic departments is eligible for a one-course reduction (i.e., from six courses to five). Interdisciplinary programs housed within a single department (e.g., neuroscience, biochemistry, art history, Christian Leadership, and music) are the responsibility of the chair of the host department.

A faculty member who serves as Chair of the Committee on Rank and Tenure or President of the Faculty Senate is eligible for a one-course reduction (i.e., from six courses to five).

A faculty member who directs the Honors Program or the Writing Program is eligible for a two-course reduction (i.e., from six courses to four) in teaching load.

A faculty member who conducts externally-funded grant or contract research that directly offsets at least one-eighth of the faculty member’s salary is eligible for a one-course reduction (i.e., from six courses to five). If sufficient salary offset funding is available, the faculty member may be eligible for an additional one-course reduction (i.e., from six to four).

Under no circumstances are faculty members required to accept course releases within the Teaching Component. This is merely a statement that the opportunity for course releases will be offered to faculty who perform these important functions. At the discretion of the Dean, the faculty member’s letter of appointment may specify the combination of teaching load and administrative responsibilities that constitute a full-time appointment.
Individual faculty members bring a range of preferences and a wealth of capabilities to the triad of teaching, service, and scholarship. These preferences and capabilities may even evolve and change over the course of a faculty member’s career. Given the mission of Regis College, teaching will always be paramount. However, the most desirable activities and responsibilities which complement teaching will vary from one faculty member to another and from one academic year to another. The STEPP Component of faculty workload recognizes and supports this reality.

Every full-time faculty member shall make an annual election for the STEPP Component. Each full-time faculty member must submit an election form to his/her immediate academic supervisor no later than the second week of spring semester. The faculty member will check one box to indicate her/his STEPP preference for the following academic year. For those faculty electing the teaching option, a check in the teaching box completes the form. For those who elect scholarship, space will be provided on the form to briefly summarize the intended work. A faculty member electing extraordinary service, pedagogy, or program development is required to submit a proposal to his/her immediate academic supervisor.

During their first year as a tenure-track faculty member in Regis College, faculty members shall receive an automatic STEPP Component for participating in the first-year programs on mission and orientation to the College.

A faculty member who, in the judgment of the immediate academic supervisor and/or the Dean, does not fulfill the Community Component expectations of workload will not be eligible to elect the scholarship, extraordinary service, pedagogy, or programs options in the STEPP Component the following year.

Within a specific academic year, the STEPP Component of a faculty member’s workload shall be defined as one of the following:

1. **Scholarship**: Engaging in sustained, focused scholarly activity. Within the traditional triad of faculty responsibilities -- teaching, service, and scholarship -- the research component is valued. The scholarship activities, including research, that are most highly valued by the college are those that are directly related to the institutional mission of the college.

Faculty utilizing the scholarship option as their STEPP Component of workload will typically do so for multiple years, although this is not required. Appropriate scholarship includes:

   a. refereed publications, to include writing scholarly articles, monographs, textbooks, teaching manuals for textbooks, and reviews of books and other creative works in one's field;
   b. juried artistic works and performances;
   c. peer reviewed research grants and projects;
   d. receipt of fellowships;
   e. inventions and patents;
   f. presentation of peer reviewed research findings at professional meetings; and
g. reading scholarly papers before learned societies and professional organizations; and
h. other scholarly activity approved by the Dean in consultation with the department chair.

A STEPP election form must be submitted each year, even for a continuation of previous scholarship work. A faculty member who receives a scholarship STEPP Component must submit a scholarship report in the fall semester of the next academic year, as follows:

a. Pre-tenure faculty who are not applying for tenure or promotion must submit the scholarship report as part of the annual self-evaluation;
b. Faculty who are applying for tenure or promotion must submit the scholarship report as part of the application for tenure or promotion;
c. Tenured faculty who are being reviewed must submit the scholarship report as part of the post-tenure self-evaluation;
d. Faculty who are not scheduled for review must submit a scholarship report to their immediate academic supervisor no later than September 15.

Failure to submit a scholarship report may result in denial of a future STEPP Component for scholarship at the discretion of the immediate academic supervisor and/or the Dean.

If a scholarship report submitted by a faculty member does not, in the opinion of the department chair and/or the Dean, show satisfactory progress on the work performed during the previous academic year, the next request for a STEPP Component for scholarship may be denied. In this event, the decision of the Dean is final, and the faculty member will be required to submit a new STEPP election form for an option other than scholarship for that year.

The University recognizes that it may be difficult to predict unforeseen opportunities for scholarship that arise for faculty. It is understood that shifts away from the specific scholarship idea described on a given year’s election form to more fruitful or promising alternative projects is part of the nature of academic inquiry.

2. **Teaching:** Teaching a seventh course and acceptance of the duties and responsibilities of teaching described in section 12.3.1.1; or teaching and/or participating in a semester-long faculty seminar that meets on a regular basis to learn about a significant dimension of the mission of Regis College, such as a seminar on Jesuit Catholic intellectual tradition or Ignatian pedagogy or Ignatian spirituality.

3. **Extraordinary Service:** Unique circumstances faced by an individual faculty member may occasionally allow a personally-defined STEPP Component of workload as approved by the Dean in consultation with the department chair. Standard expectations for service are delineated in 12.3.1 and 17.2.5. Examples of extraordinary service include, but are not limited to:

a. a substantially higher than normal student advising load (more than 30 students);
b. service on multiple committees at the request of the administration; or
c. Chairing a department or program and serving on a major committee.

4. **Pedagogy:** Engaging in innovative or labor-intensive course preparation and teaching activity. Regis College requires that its students be broadly educated across the fields of the liberal arts. In turn, teaching demands on College faculty go beyond narrow specialization and
require considerable breadth. Teaching in the Core seminar series, the Honors Program, and in many of the interdisciplinary programs require faculty to read, prepare, and attain expertise sometimes in secondary or tertiary areas of interest.

**Course preparation.** This option in the STEPP component of a faculty workload recognizes the additional time and effort required to prepare to teach effectively outside of or adjacent to one’s specialty area and allows for a longer planning horizon to do it well. For a course to be considered adjacent to one’s discipline, a faculty member must be engaged in course preparation that draws the faculty member significantly outside the bounds of the faculty member’s graduate or professional preparation, such as teaching in the first-year core or integrative core, the Honors program, or the interdisciplinary programs Regis supports. A faculty member would have to make a strong case for a STEPP Component for a new course in the faculty member’s home discipline. Within a given academic year, a faculty member, in consultation with the appropriate program director, chair, or coordinator, may propose a course contribution to one of the specialty, interdisciplinary, or RCC prefixed courses. The proposal should be recommended by the department chair and the Faculty Development Committee’s subcommittee for STEPP Components to the Dean who will make the final decision. If a faculty member and the chair cannot agree on a proposal, both may submit individual proposals and letters of explanation to the Faculty Development Committee’s subcommittee for STEPP Components, who will evaluate the proposals and make a recommendation to the Dean regarding the proposal. The Dean will make the final decision.

The proposal should include:

a. a brief course description;

b. a draft course outline;

c. specifications showing how the offering conforms to the course protocols if applicable; and

d. a course preparation plan including such things as reading lists, conference attendance, consultations, or work with colleagues: Submission of a proposal for the purpose of course preparation carries with it a commitment to offering the prepared course a minimum of two times within a four year period.

**Innovative teaching.** Faculty members engaged in team-teaching, learning communities, experientially based course offerings, or other innovative pedagogies for the first time may propose to utilize the STEPP Component of workload for this purpose. Faculty choosing to do so should specify in a proposal:

a. the innovative aspects of the offering,

b. the teaching methodologies to be employed, and

c. the student outcomes to be achieved.

Faculty members across programs and departments are encouraged to coordinate efforts in innovation and propose joint projects that sequence offerings, cross-list offerings, and cross-
enroll students in coordinated offerings. The proposal should be recommended by the department chair and the Faculty Development Committee’s subcommittee for STEPP Components to the Dean who will make the final decision. If a faculty member and the chair cannot agree on a proposal, both may submit individual proposals and letters of explanation to the Faculty Development Committee’s subcommittee for STEPP Components, who will evaluate the proposals and make a recommendation to the Dean who will make the final decision.

5. **Programs:** Choice of this option requires a proposal for developing a new program area consistent with the College’s strategic plan which addresses:

a. the existing resource base and expertise in the College relative to the program under consideration;

b. the resources and expertise needed to further the program under consideration;

c. the level of student interest and career opportunities in the area under consideration; and

d. the program area’s consistency with the College and University mission.

The proposal should be recommended by the department chair and the Faculty Development Committee’s subcommittee for STEPP Components to the Dean who will make the final decision. If a faculty member and the chair cannot agree on a proposal, both may submit individual proposals and letters of explanation to the Faculty Development Committee’s subcommittee for STEPP Components, who will evaluate the proposals and make a recommendation to the Dean regarding the proposal. The Dean will make the final decision.

Selection of this option carries with it the obligation to subsequently provide a report on progress and results to the department chair, the Faculty Development Committee’s subcommittee for STEPP Components and the Dean. Degree programs and new majors may be appropriate for further development and planning to include additional feasibility research, course development, development of marketing materials, proposals for budgetary approvals, resource acquisitions, coordination of necessary commitments, etc. Further development of minors, concentrations, and program area tracks are not appropriate uses of this option.

The proposals for the STEPP Component options for extraordinary service, pedagogy, and programs shall have the following deadlines. Faculty members will submit their proposals to their chairs no later than October 15. Faculty proposals and chairs’ recommendations will be submitted to the Faculty Development Committee’s subcommittee for STEPP Components by November 1. This subcommittee will submit the proposals with their recommendations to the Dean no later than December 15. The Dean shall notify the faculty members and chairs of his/her decisions no later than January 31. The Dean will place a copy of approved STEPP Component proposals and a copy of the Dean’s approval notification into the faculty member’s Academic Record file.

Faculty members will describe the STEPP Component activities conducted and will present evidence of completion of STEPP component goals as part of the regular process of review of faculty performance in completion of the self-evaluation form, the application for promotion and tenure, and the application for promotion. No new STEPP Component proposals can be approved.
until any concerns about missing reports, or inadequate completion of proposal activities, are resolved to the Dean’s satisfaction.

12.3.4 Non-Teaching Load: Other Responsibilities to the University

Regis University can function effectively only if its faculty members participate actively in University governance. Faculty members must be willing to attend meetings, contribute their ideas and experience during the decision-making process, and shoulder their fair share of the work.

12.3.4.1 Faculty Responsibilities to the Department or Program

The faculty member's first line of administrative responsibility is to her/his department or program. The faculty member should, therefore, maintain regular communication with all members of the department or program and perform any duties assigned. All members are expected to attend department or program meetings and to participate actively in the work of the department or program related to curriculum development and student advising.

12.3.4.2 Faculty Responsibilities to the University

All faculty members are expected to serve at some time on University or faculty committees and to assume other non-teaching assignments such as serving as an advisor to a student group and accepting short-term administrative responsibilities.

12.3.4.2.1 Attendance at Program-wide and University-wide Academic Functions

Members of the faculty are expected to attend all academic functions, such as Commencement, at which the presence of the faculty is explicitly requested. As a courtesy, the faculty member should notify the Dean when it is necessary to be absent.

12.3.4.2.2 Attendance at Faculty Meetings

Faculty members are expected to attend all regularly scheduled general meetings, including plenary meetings of the Faculty Senate. Dates for general faculty meetings are determined and special meetings may be called when necessary in accordance with the governance document. Faculty members not conducting classes at the specified times are expected to attend.

12.3.5 Supervision of Faculty Workload

It is necessary that the University, in the person of the Dean, the department chair or program director be aware of the individual faculty member's teaching load, committee work, and other non-teaching assignments within the University. This is accomplished in several ways:

a. the teaching assignment of each faculty member is determined in the manner described in Article 12.2.3, which ensures that the Dean knows each faculty member's teaching load;
b. when the President, the Vice President for Academic Affairs, or the Dean selects a faculty member for a non-teaching assignment, the appointing authority notifies the faculty member's department chair or program director of the assignment;

c. when a department or program selects a faculty member for a committee assignment, the department chair or program director notifies the Dean of the selection.

12.3.6 Election of Regis College Standing Committees

The Faculty Development Committee shall conduct elections for standing committees including, but not limited to: the Academic Planning and Policy Council, the Academic Policies and Standards Council, the College Curriculum and Core Committee, the Budget Advisory Committee, SPARC, the Committee on Rank and Tenure, the Faculty Senate, the Student Life Committee, and the Faculty Development Committee. After conducting an election, the Faculty Development Committee shall notify the entire faculty and the Dean of the election results. Each standing committee will notify the Faculty Development Committee of any changes in membership requiring special elections.

12.4 Reduction in Teaching Load

Heavier-than-normal involvement in non-teaching activities, when requested by the University, shall require an adjustment in a faculty member's workload, including, if necessary, reduction in teaching hours. The University's request for such involvement by a faculty member is contingent upon agreement by the faculty member and the department chair or program director. The request for a reduction in teaching load may then be initiated by the faculty member or by the department chair or program director. The request will be acted upon by the Dean within two calendar weeks, in consultation with the faculty member, the department chair or program director, and, if appropriate, the administrative officer who will supervise the faculty member's administrative duties.

12.5 Professional Growth and Development

It is essential that faculty members be considered expert and competent professionals in their given academic fields. It is incumbent on each faculty member to maintain this competence by keeping abreast of the developments in the primary field and in other fields related to it.

There are various ways of maintaining growth and development, and each faculty member must find appropriate ways. Reading current books, monographs, and professional journals are obvious ways of improving. Other possibilities include: participation in conferences and institutes; postdoctoral grants and fellowships; assisting the libraries in improving collections in a given field; occasionally teaching courses at another university; travel; and taking post-doctoral courses at other universities. Teaching improvement activities, research, and consulting are still other avenues for growth.

Continued growth and development help keep faculty members concerned about the vitality of their courses and should be evidenced in the content of these courses and the quality of teaching. Moreover, faculty members who are aware of new developments in their areas and new teaching techniques are better able to assist their colleagues in curriculum development and improvement.
12.5.1 Research

Regis University recognizes that in higher education both teaching and scholarship are essential to a vigorous institution and a sound curriculum.

When a faculty member chooses to engage in research, the University will support such activity as specified in Article 11.7.2.

A faculty member conducting or supervising research with animal or human subjects will adhere to the applicable federal and state regulations and to the ethical standards established for such work. A copy of these regulations and standards is to be available in the office of the affected department or program.

Regis University recognizes that every research investigation does not necessarily result in publishable material. The results of scholarly research can be shared with the academic community not only in writing and publication, but also by oral presentation to professional groups, both on or off campus. Nevertheless, publication, wherever appropriate and possible, is encouraged and recognized.

12.5.2 Consulting

Consulting work in education, government, or business may be a valuable experience promoting professional growth and development. The work done, however, must be of a professional character commensurate with the individual's capabilities, experience and status. Insofar as consulting work is most often akin to outside employment, the faculty member is bound by the provisions set forth in Article 12.6 as appropriate. There is not a reduction in load for engaging in consulting work unless the work is for Regis University or such arrangements have been mutually agreed to by the faculty member, the department chair or program director, and the Dean.

12.5.3 Community Service

Regis University recognizes that its faculty members are professionals with unique and varied capabilities that permit them to make useful contributions to the larger social communities of which they are members. The University encourages faculty members to accept individually their responsibility to support those activities in which they can make a contribution. This does not replace the faculty member’s obligation for service to the University.

12.6 Non-Contractual Activities

Since the regular faculty member is considered a full-time professional at Regis University, the first duties are to the University community. Outside employment, business interests, or consulting activities must not diminish a faculty member's effectiveness as a member of the University community; it must be clearly subordinate to the individual's University duties, and must be held to a minimum during the appointment year.

Faculty members shall inform the Dean in writing of any anticipated teaching outside the College, outside employment, business interests and consulting activities at the beginning of each appointment year on a form provided by the Dean. If such employment, interests or activities change during the course of the academic year, the faculty member shall notify the Dean in writing. This provision shall not mitigate the
professional responsibilities of a faculty member addressed in this handbook. If, in the judgment of the Dean, a faculty member’s planned teaching outside the College, outside employment, business interests or consulting activities diminish the faculty member’s obligations to the University, the Dean may, after consultation with the faculty member and the immediate academic supervisor, limit the faculty member’s involvement in other activities in or outside the University.

12.7 Adherence to University Regulations

The responsibility to adhere to University regulations is self-evident. An organization can operate effectively and consistently only if the policies and rules that guide it are followed by its members. Such regulations include, but are not limited to, University policies regarding intellectual property, copyrighted material, sexual or civil rights harassment/infringement, non-discrimination, conflicts of interest, and responsible use of information technology. Faculty will be notified of all changes in policies that affect them.

12.8 Required Reports on Research Activities

Recipients of reduced teaching loads and/or financial support for research are required to submit a report on their research activity to the department chair or program director, the Dean, and the Chair of the Faculty Development Committee within thirty days of the beginning of the semester following the period of their reduced load or financial assistance. Ordinarily, this report will be made in writing. However, at the request of the Committee and with agreement of the faculty member such reports may instead be made orally to an interested group of faculty and students.

ARTICLE XIII
Policies and Procedures on Review and Reappointment

Except in cases of an appointment granting tenure or awarding promotion, reappointment is a decision made by the Vice President for Academic Affairs and the Dean with the approval of the President. This decision is based on a judgment of whether the individual meets the criteria established in Articles 9.1 and 17.1 for the rank held, which judgment is made by the Committee on Rank and Tenure (according to the procedures established below) and approved by the President and a judgment regarding the individual's general commitment to and respect for the University’s educational goals, which judgment is made by the Dean in consultation with the department chair or program director, and approved by the President.

The process of review at Regis University is seen as a means by which all members of the academic community can obtain constructive and balanced information which will enable them to better fulfill their academic responsibilities. To this end, the Academic Planning and Policy Council supervises the evaluation of the academic officers of the University by the faculty.

13.1 General Procedures for Review of the Regis College Faculty

The following procedures enable students, supervisors, faculty peers, and the Dean to evaluate the Regis College faculty.

By April 7, the Dean will send a notice to each department chair and program director showing where each faculty member under the Dean's supervision is with respect to rank and tenure. By April 30, the Chair of the Committee on Rank and Tenure will send each full-time, ranked faculty member who is due
for a review a copy of the appropriate faculty self-evaluation form. This form must be completed by the following September 21.

By April 1, the Chair of the Committee on Rank and Tenure will send all other committee and council chairs a form to be used by them in describing the attendance and participation of all faculty members on these committees. This form must be completed and returned to the Committee of Rank and Tenure by April 30.

Each semester, the Committee on Rank and Tenure also will obtain appropriate unsigned student evaluations from all classes taught by each ranked faculty member.

Student evaluations are intended to provide the faculty member with information which will enhance teaching effectiveness and also to provide information for use in the evaluation of faculty. Therefore, the faculty member, the Committee on Rank and Tenure, the immediate academic supervisor, and the Dean should have access to both quantitative summaries and student comments on evaluation forms. The Committee on Rank and Tenure may make copies of original evaluations as it deems appropriate.

The Committee on Rank and Tenure will forward to the faculty member both the summary data and the original student evaluations for fall semester by January 31 and for spring semester by June 30. The Committee will also retain a copy of the summary data for the faculty member’s personnel file and will forward copies to the immediate academic supervisor. At the request of the immediate academic supervisor or the Dean, the faculty member will provide access to the original evaluation forms. The faculty member may append comments concerning these student evaluations to the self-evaluation form.

The faculty member must submit the completed self-evaluation form and attachments to her/his immediate academic supervisor by September 21. The post-tenure faculty member must submit the completed self-evaluation form and attachments to her/his immediate academic supervisor by October 15.

The immediate academic supervisor will prepare an evaluation of the individual's total professional development on a form provided by the Committee on Rank and Tenure, which form will have space for the supervisor to evaluate the faculty member's performance on each of the criteria in Article 17. The faculty member’s evaluation shall be completed by his/her immediate academic supervisor for the academic year under evaluation. If, at the time the faculty member’s evaluation is submitted, the immediate academic supervisor has changed, the previous and current supervisors shall meet to discuss the evaluation as well as the ongoing supervisory relationship with the faculty member up to this point. If the immediate academic supervisor for the academic year under evaluation ceases employment with Regis University and will not complete the faculty member’s evaluation prior to deadline set by Rank and Tenure, the new academic supervisor shall complete this evaluation. In the case of review for a tenured department chair seeking promotion or in the case of annual review, including the tenure review, for a non-tenured department chair, a Special Academic Evaluator will be selected to provide an independent evaluation of the individual. In these cases, because the Dean has a separate role in the evaluation process, this evaluation supplants the evaluation of the supervisor. In the fall semester one year prior to the year in which the evaluation is to be done, the members of the department will provide the Committee on Rank and Tenure with a list of names of tenured faculty members who are potential evaluators. The members of the department will also provide the list to the chair and the Dean. If the Dean and/or chair do not agree with the names selected by the department, they may also submit names to the Committee. The Committee will make the selection from the list(s) and will notify the Dean, the chair, the members of the department and the selected Special Academic Evaluator.
Both the self-evaluation and the supervisor’s or Special Academic Evaluator’s evaluation must include, if warranted, an assessment of areas to be corrected and/or improved. Following the third year of professional service (the review two years before the faculty member is scheduled to apply for tenure) the supervisor or Special Academic Evaluator will specifically state his/her assessment of the faculty member’s current performance level and recommend any needed improvement in preparation for application for tenure.

The supervisor or Special Academic Evaluator will forward his/her written evaluation, along with the individual’s self-evaluation form and any supporting documents, to the Chair of the Committee on Rank and Tenure by October 7 for probationary/tenure track faculty and by October 31 for post-tenure faculty.

In order to judge fairly the professional development of each faculty member, supervisors or special academic evaluators should obtain pertinent information about a faculty member’s academic performance from a variety of sources, including:

a. the faculty member's self-evaluation form and student evaluations;
b. information from appropriate majors who have taken classes from the faculty member;
c. information from other members of the department or program, particularly from those who have taught with or observed the teaching of the faculty member;
d. first-hand information about the teaching effectiveness of the faculty member after visiting one or more classes.

The data obtained must be incorporated into the supervisor's or special academic evaluator’s written evaluation and a copy of the evaluation must be given to the individual concerned and discussed with the faculty member in such a way that confidentiality is maintained and the information is helpful to the faculty member. This discussion must take place before the submission of the evaluation to the Committee on Rank and Tenure. At the time of this discussion, the faculty member must sign the form to confirm that s/he has had an opportunity to review the evaluation. Following this discussion, the faculty member will have until October 14 for probationary/tenure track faculty and by November 7 for post-tenure faculty to submit any clarifying comments regarding the evaluation to the Committee, with a copy to the supervisor or special academic evaluator.

Also by October 7, the Dean will notify the Committee on Rank and Tenure of any material in a faculty member's personnel file that is identified as appropriate and/or necessary for them to take into account in their deliberations. The Committee on Rank and Tenure will first determine if the material it receives on each faculty member is complete and will not consider it complete unless all pertinent information is available. If any material is absent, the Committee will so inform the source and

a. may accept a written explanation of the absence from the source in lieu of the material;
b. if the source is a supervisor and more complete information is not forthcoming by a date set by the Committee, the Committee shall ask the Dean, or the Vice President for Academic Affairs if the supervisor is the Dean, to substitute for the supervisor and the Committee shall have the option of placing a note of noncompliance in the supervisor's personnel file; and
c. if the source is the faculty member, may refuse to evaluate the material if it is not complete and may put a note of noncompliance in the faculty member's personnel file.

The Committee may request such additional information or evaluations as it deems desirable, in whatever form it deems appropriate, from persons internal or external to Regis University. The Committee then will collate and evaluate the material it receives and will evaluate each faculty member's performance on each of the criteria in Article 17.

The Committee will submit its recommendations and evaluations along with summaries of the student evaluations, the self-evaluation, the supervisor's or special academic evaluator’s evaluation, and other pertinent material submitted to or obtained by the Committee, to the Vice President for Academic Affairs and the Dean by January 31 for probationary/tenure track faculty, by December 1 if the probationary/tenure track faculty member is in the second year or by February 28 for post-tenure faculty. However, the Committee may defer its recommendation in specific cases until a later date if it is awaiting receipt of additional information deemed necessary to its deliberations.

13.2 Procedures Relative to the Annual Review of Non-Tenured Faculty

The Committee on Rank and Tenure, beginning in the faculty member's second year, will review the status of each non-tenured faculty member annually. By December 1 during the second year and by January 31 during the third through the sixth years of professional service, the Committee will evaluate each faculty member's progress toward tenure and will communicate its findings and any relevant suggestions to the Dean. Following the third year of professional service (the review two years before the faculty member is scheduled to apply for tenure) the Committee will specifically state its assessment of the faculty member’s current performance level and recommend any needed improvement in preparation for application for tenure. The Committee's evaluation and recommendation will be reviewed by the Dean and, if the Dean considers necessary, legal counsel for the University. If any potential legal problems are identified by the Dean and/or legal counsel, these will be brought to the Committee by the Dean. The Committee will rewrite the evaluation and/or recommendation in order to eliminate the potential legal problems without changing the substance of the Committee's original evaluation and/or recommendation. No later than two weeks after completing the final report, the Committee will send it in its entirety to the faculty member under review, the Vice President for Academic Affairs, the Dean, and the immediate academic supervisor. Also by December 1, the Dean will prepare a separate evaluation and recommendation on each second year faculty member and will forward a copy of it in its entirety to the faculty member, the immediate academic supervisor, the Committee, and the Vice President for Academic Affairs. The faculty member may submit a written reply to the Dean if the faculty member believes there are substantive errors in an evaluation. The Dean will send the faculty member’s reply to the Committee and to the immediate academic supervisor and the Vice President for Academic Affairs.

If a decision is made that tenure is not to be granted to a faculty member, notice must be given by the President or Vice President for Academic Affairs as early in the probationary period as possible, and at least by the dates specified in Article 14.1.

13.3 Personnel Files

It is essential that there be adequate and detailed documentation to support actions involving each individual, especially those actions pertaining to appointment, promotion, tenure, disciplinary action, termination and dismissal. The University maintains official personnel files for each faculty member in
both the Office of Human Resources and the Office of the Dean. The Office of the Dean shall maintain both an employment record file and an academic record file for each faculty member.

Neither the University nor the member shall place anonymous letters or complaints in a personnel file.

No letter of commendation or complaint shall be placed in a file without notification to both the faculty member and the Dean.

Members shall have access to their personnel files during regular office hours. A member may, for the cost of duplication, obtain copies of any material in her/his personnel files.

Personnel files are confidential and will normally be available only to the individuals indicated below. However, for a valid reason, the faculty member may authorize in writing access to his/her file by a person not indicated below. Further, the President or Vice President for Academic Affairs or designee may permit access to and copying from such files pursuant to internal grievances or lawful requests of federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

13.3.1 Human Resource File

The file in the Office of Human Resources shall include only that information which is necessary for employment, payroll, and benefits processing, i.e., copies of letters of appointment, benefits paperwork, and biographical and directory data necessary for Human Resources information systems maintenance.

Only the member, the immediate supervisor, and management personnel of the University who have a legitimate business related reason to review information in the file may do so.

13.3.2 The Employment Record File

The employment record file housed in the Office of the Dean will include, but not be limited to, the following:

- information not of a confidential nature transferred from the pre-employment file (see 8.3);
- documents showing the history of the member’s work assignments and compensation and copies of the faculty member's letters of appointment;
- correspondence related to the member’s employment;
- other documents related to the member’s employment status at the University;
- member responses to the above, if any.

This file is available to the Dean, the President and the Vice President for Academic Affairs and their professional staffs, the immediate academic supervisor, the individual faculty member, the Committee on Rank and Tenure, and the Department of Human Resources.
13.3.3 **The Academic Record File**

The academic record file housed in the Office of the Dean will include, but not be limited to, the following:

a. information of a confidential nature transferred from the pre-employment file (see 8.3);

b. copies of the faculty member's course syllabi;

c. information relating to the faculty member's academic and professional accomplishments submitted by or placed in the file at the request of the faculty member;

d. summaries of student evaluations, copies of ratings and evaluations of the faculty member's professional performance made by supervisors and the Committee on Rank and Tenure, and the formal recommendations of the faculty member's supervisor(s) and the Committee on Rank and Tenure;

e. documentation of faculty workload and evaluations relating to promotion, tenure, retention, and contractual obligations;

f. all documents included in the promotion and/or tenure file;

g. documentation of commendations, awards, and/or honors;

h. summaries of submitted proposals, notices of awarded grants and contracts, and summaries of donations or gifts received;

i. approved sabbatical and STEPP Component proposals;

j. records pertaining to disciplinary action or records pertaining to corrective measures taken by a member resulting from disciplinary action;

k. documentation of final actions on grievances relating to the member’s performance or disciplinary action;

l. other documents relevant to the faculty member’s academic record at the University; and

m. member responses to the above, if any.

This file is available only to the Dean, the President and the Vice President for Academic Affairs and their professional staffs, the immediate academic supervisor, the individual faculty member, and the Committee on Rank and Tenure.

13.4 **Extension of Deadlines**

If all parties to the review process of an individual agree in writing in advance, these deadlines can be extended. If deadlines or extended deadlines are not met by the candidate, the review will not be
performed that year and a note of noncompliance will be placed in the faculty member's personnel file. The faculty member may place a note in his/her file explaining the reason for the tardiness. If major deadlines are not met by the supervisor or special academic evaluator, the Committee, or the Dean, the Committee (or the Vice President for Academic Affairs if the Committee has missed a major deadline) will take whatever steps seem appropriate to guarantee that subsequent deadlines are met.

ARTICLE XIV
Policies and Procedures Relating to Separation from Employment

At times, it may be necessary or desirable for the University and the individual faculty member to sever their professional relationship. In order to protect the interests of both parties, the various types of severance (retirement, gradual retirement, career redirection, non-reappointment, resignation, dismissal, layoff, and temporary suspension of duties) are here defined, and the policies and procedures related to each category are set forth.

14.1 Non-Reappointment

Since all initial, probationary/tenure-track appointments at Regis University are made with the understanding that both the University and the appointee will engage in a period of mutual evaluation prior to establishing a continuous association, a severance prerogative rests with both parties.

A probationary/tenure-track faculty member may decide not to accept a renewal of appointment. In such an event, notice should be given in writing at the earliest possible opportunity, but not later than April 15 or thirty (30) days after receiving notification of the terms of the appointment for the coming year, whichever date occurs later. In case of hardship, or in a situation where the member would otherwise be denied substantial professional advancement or other opportunity, the member may request an extension of this time period from the immediate academic supervisor and the Dean. Failure to accept an appointment within the aforementioned time frame or failure to request an extension of time may be construed and accepted by the University as resignation.

The term “non-reappointment” means that the University has decided not to offer an additional appointment at the conclusion of a probationary/tenure-track term.

The decision not to reappoint a probationary/tenure-track member rests, in the final instance, with the Dean with the approval of the Vice President for Academic Affairs. The Dean's judgment regarding the correspondence between the member's expertise and the University's educational needs must be made in consultation with the immediate academic supervisor. This final decision must take into account the judgment of the Committee on Rank and Tenure on whether the member meets the criteria established for the rank held. Recommendations for non-reappointment may originate from the immediate academic supervisor, from the Dean in consultation with the immediate academic supervisor, from the Dean in consultation with the members of the affected department or program if the individual in question is a department chair or program director, or from the Committee on Rank and Tenure.

Notice of non-reappointment must be given in writing by the following dates:

a. by March 1 of the first academic year of service, if the appointment expires at the end of that academic year; or, if the appointment terminates at a time other than at the end of the academic year, at least three (3) months in advance of its termination;
b. by December 15 of the second academic year of service, if the appointment expires at the end of that academic year; or, if the appointment terminates at a time other than at the end of the academic year, at least six (6) months in advance of its termination;

c. at least twelve (12) months before the expiration of an appointment after two or more years of service.

Since a notice of non-reappointment is not a dismissal for cause, it is not necessary for the University to set forth its reasons in the initial notice of non-reappointment. If the member wishes to know the reasons for non-reappointment, the request will be made to and will be honored by the Dean and, if so requested in writing, the response will be given in writing.

Legitimate reasons for non-reappointment may include, but are not limited to, the following:

a. changes in the educational or library program;

b. declining enrollment;

c. financial exigency;

d. over-staffing;

e. unacceptable performance in teaching;

f. inadequate service to the University;

g. incongruence between the interests of the member and the educational goals of the University; or

h. inadequate correspondence between the member’s expertise and the University’s educational needs.

14.2 Resignation

A faculty member may resign an appointment effective at the end of an appointment year provided that s/he gives notice in writing not later than thirty (30) calendar days after receiving notification of the terms of the appointment for the coming year. The member may request an extension of this time period for personal or professional reasons.

Failure by the member to accept an appointment within thirty (30) calendar days after receiving notification of the terms of an appointment for the coming year or failure to request an extension within this time frame may be construed and accepted by the University as resignation.

14.3 Layoff

Layoff is a severance action by which the University terminates the services of a tenured or probationary/tenure-track member without prejudice as to the member’s performance due to changes in the educational program or financial exigency.
14.3.1 Changes in the Educational Program

Layoff of a tenured member may occur as a result of the formal discontinuance or redirection of a department or program.

When probationary/tenure-track or tenured faculty could be laid off, a proposal to formally discontinue or change a department or program can be initiated only by the department or program, the appropriate faculty committee, the Dean, the Academic Planning and Policy Council or the Vice President for Academic Affairs. Such proposals must be accompanied by supporting evidence based on the regular review of the academic department or program (including the academic unit's own self-review) and other documented market factors.

A recommended decision to change a department or program is made by the Academic Planning and Policy Council. The Vice President for Academic Affairs makes the final decision in these areas after consultation with the Dean and the members of the affected department or program.

A recommended decision to discontinue a department or program is made by the Academic Planning and Policy Council after consultation with the Dean and the members of the affected department or program. The recommended decision is subject to the approval of the Vice President for Academic Affairs and the President. The power of final decision is lodged in the Board of Trustees or delegated by it to the President.

In either case, such decisions are based upon educational considerations that reflect the long-range judgment that the educational mission of the University will be enhanced by the change(s) and are not based upon cyclical or temporary variations in enrollment. Additionally, when the final decision to change or discontinue a department or program differs from the recommendation made by the Academic Planning and Policy Council, the reasons for the action are communicated to the appropriate faculty.

14.3.2 Financial Exigency

The Board of Trustees must officially declare that financial exigency exists. Financial exigency is defined as the critical, pressing or urgent need on the part of the University to reorder its monetary expenditures in such a way as to remedy and relieve the state of urgency within the University created by its inability to meet its annual monetary expenditures with sufficient revenue to prevent a sustained loss of funds. In considering how to deal with the financial situation, the retention of viable academic programs is the primary goal.

The Vice President for Academic Affairs will make decisions regarding necessary program or services reductions after consultation with the Academic Planning and Policy Council, and with the appropriate faculty committee and dean,. These decisions will be based on advice from the faculty as a whole as well as from the members of the concerned departments or programs and related areas of academic concentration on the short and long-term viability of the proposed program reductions. Such decisions will be reviewed by the President. Final approval rests with the Board of Trustees.

The Vice President for Academic Affairs, upon consultation with the Academic Planning and Policy Council, the appropriate faculty committee, and the appropriate dean(s) also will
determine particular personnel reductions. When such reductions are considered, tenure rights will be protected insofar as possible. A tenured member will not be laid off in favor of a non-tenured member except in extraordinary circumstances where a serious distortion of the academic programs would otherwise result. If it is necessary to lay off tenured members, those without the appropriate terminal degree will be considered for layoff first, then those with the appropriate terminal degree and the least number of years of service at Regis University; but in all instances, there will be due consideration of the essential needs of each department or program and the equal opportunity goals of the University. Efforts will be made to sustain these goals even though seniority may suffer in the resulting reductions. In situations where tenured members have the appropriate terminal degree and the same length of service, the University, through the appropriate dean(s) and Vice President for Academic Affairs, and the faculty, through the appropriate faculty committee, will reach agreement upon the means of arriving at selection decisions. If agreement cannot be reached, the means of arriving at selection decisions will be determined by the Board of Trustees.

14.3.3 Procedures and Recall Provisions Under Layoff

Due notice of layoff for changes in the educational program or for financial exigency shall be given to tenured members as early as feasible but not later than one year in advance of the effective date of layoff, except in the case of an extraordinary financial exigency. If a state of extraordinary financial exigency exists and one-year notice is not possible, shorter notice may be given.

When financial exigency or changes in the educational program necessitate the layoff of tenured members, extensive effort will be made to assist them to readapt within the institution, to continue their work elsewhere, or to reduce the impact in every appropriate way, such as providing for mid-career redirection (see Article 5.5.3), gradual retirement (see Article 5.5.2), or changing the status from full time to part time, if the member affected is agreeable to any of these arrangements.

If a tenured member is laid off for reasons of financial exigency (as specified in Article 14.3.2), the vacant position will not be filled by a replacement within a period of two years, unless the released member has been offered reappointment with tenure at the rank held at the time of layoff and has been given at least one month's proper notice within which to accept or decline the reappointment.

14.4 Dismissal

Dismissal is a severance action by which the University severs its professional relationship with a tenured person for adequate cause. Dismissal is also the means by which the University removes from service for adequate cause a probationary/tenure-track member or a member on a term appointment before the end of the term appointment.

Adequate cause for dismissal must be directly and substantially related to the fitness of a member to continue in his/her professional capacity. Dismissal proceedings may be instituted only for one or more of the following reasons:

a. professional incompetence;
b. continued neglect of and/or failure to perform academic and/or professional duties, including patterns of behavior that, in the aggregate, are equivalent to neglect of and/or failure to perform said duties, in spite of written warnings;

c. serious personal or professional misconduct;

d. deliberate and serious violation of the rights and freedoms of fellow faculty members, University staff, administrators, or students;

e. conviction of a crime directly related to the person's fitness to practice her/his profession; or

f. falsification of credentials or experience.

The procedures involved in dismissal are contained in Article 15.3.3.

14.5 Temporary Suspension from Duties

If the Vice President for Academic Affairs judges that immediate harm to a faculty member or to others is threatened by the member’s continuance or the member’s conduct is interfering with the educational mission and processes and it is necessary to remove a member from active duty pending a decision on the continuing employment status of the member, the Vice President for Academic Affairs may remove the member provided the person receives full salary and benefits and is not otherwise prejudiced in her/his continuing rights as a member of faculty. Except in cases requiring immediate action, the removal of a member from duty under the provisions of this section, shall be preceded by consultations by the Vice President for Academic Affairs with the affected member and with the Review Committee (see 15.3.3). The affected member and the Review Committee shall be advised by the Vice President for Academic Affairs of the findings and intended course of action of the University no later than one month after the removal is effected (except as not required by section 15.3.3).

14.6 Retirement

A member who voluntarily terminates his/her employment with the University and whose years of age added to his/her years of consecutive benefit-eligible service is equal to or greater than 70 is considered retired from University service. The University requests that employees who plan to retire provide reasonable notice as mutually determined by the employee and his/her supervisor.

14.6.1 Status and Privileges of Retired Members

Regis University is committed to promoting close ties between itself and those who have retired or made mid-career changes. To these ends, the following assistance and privileges are available:

a. the University will provide meeting facilities for retired members who may wish to meet as a group;

b. after retirement a member may exchange the Employee Identification Card for an Emeritus/Emerita or employee card and this card will provide (subject to the current policies, restrictions and fees applicable to full-time faculty) access to Regis University's recreational and athletic facilities, library, bookstore, campus parking permits, and its cultural, athletic, and educational events;
c. a member who retires and who keeps a current address on file with the Office of Public Affairs will receive notices of major campus activities;

d. an Emeritus/Emerita member may attend the meetings and other activities of their department or program. However, only those who have active faculty status by current appointment may vote in these meetings;

e. members who have retired may participate in the University's commencement exercises with appropriate academic dress;

f. a retired faculty member may take any course(s) at Regis University tuition-free. Further, if at the time of retirement, the member’s spouse is receiving tuition benefits under the ETB, such benefits will continue until the spouse has completed the program of study, or for three years, whichever occurs first. If, at the time of retirement, the member’s dependent child(ren) is/are receiving tuition benefits, such benefits will continue until the dependent child has reached the time limit under the benefit policy or until s/he completes the program of study, whichever occurs first;

g. retired members may make use of the appropriate faculty administrative assistant's services on an as-available basis; and

h. a tenured member who has retired may continue to be employed part time on a year-to-year basis at the initiative of the affected department or program and with the approval of the dean, the Vice President for Academic Affairs and the President. If such an initiative is approved, discussion with the tenured member regarding the possibility of continuing employment will take place as early as possible in the year before retirement. If employed, such a member shall have no obligation to perform the usual institutional services, other than those associated with the tasks that are contracted for (e.g., teaching and advising the students in one's course).

14.6.2 Gradual Retirement Program

The Gradual Retirement Program is available for those full-time members who are tenured, and who:

a. have been teaching full time in postsecondary education for 15 or more years (at least 8 years of which have been at Regis University); and

b. wish to gradually reduce their workload obligation at Regis University over a five-year period.

A qualified member, as specified above, who decides to enter the program, must give the immediate academic supervisor (and the appropriate chair or director if necessary) and the dean at least one semester's notice, in writing, of the decision. After entry into the program, if the member wishes to retire completely s/he may do so after the first year of the program, with one
semester's written notice, to the immediate academic supervisor (and the appropriate chair or director if necessary) and the dean.

After entry into the program, the member's teaching load or work schedule will be gradually reduced and the individual's salary will be prorated accordingly. The member will otherwise be expected to maintain normal responsibilities and duties. However, as soon as the member's teaching load or work load, tenure, and salary are reduced to the equivalent of three three-credit-hour courses per year, the member will be relieved of all extra duties and responsibilities. This does not preclude the individual from doing committee work or academic advising voluntarily. Distribution of these courses may be fulfilled in one semester of the year or the equivalent agreed upon by the individual and the department or program.

At any time while in this program, and before full retirement, the member may choose to halt the progressive reduction of load and tenure at whatever stage it has reached. Unless the individual chooses to reinitiate this progressive reduction, s/he will retain that stage until full retirement. However, at no time will the individual be able to return to a previous stage (i.e., to increase teaching load/tenure back to a previous level) unless so agreed in writing by the member, the affected department, and the University.

While in the gradual retirement program, members will continue to be evaluated every five years in conformity with the provisions in Article 16.1.

While in this program, a member will have all the privileges and benefits of a full-time member except as affected by the following considerations:

a. if at the time of entry into this program, the member or the member’s spouse is receiving tuition benefits under the ETB, such benefits will continue until the member or spouse has completed the program of study, or for three years after the member has fully retired, whichever occurs first. If, at the time of entry into this program the member’s dependent child(ren) is/are receiving tuition benefits, such benefits will continue until the dependent child has reached the time limit under the benefit policy or until s/he completes the program of study, whichever occurs first;

b. the University's contributions to the retirement plan will be reduced proportionately as the member's salary is reduced; however, there will be no change in the amount that a member may invest in the retirement plan;

c. the University's retirement plan can be activated at any time the member desires; also a supplemental retirement annuity plan may be obtained by the member through the University’s retirement plan vendor;

d. the University shall provide medical and dental coverage and life insurance in the same manner and to the same extent provided to tenured persons until the member becomes eligible for alternate medical coverage, including Medicare. In case of death, medical insurance for surviving family members will terminate on the last day of the month following the member's death, except that surviving dependents, previously covered, may elect to continue group medical insurance in accordance with statutory requirements then in effect.

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14.7 Mid-Career Redirection Program

This program provides financial support to those tenured members who have been at Regis full time for ten or more years and who wish assistance in choosing a career outside postsecondary education (e.g., in a governmental position, a research center, business, industry, consulting, etc.). The program is entirely voluntary and can be initiated only by the member. Formal entry into the program is preceded by the individual's:

a. decision to pursue a new career outside postsecondary education;

b. determination that financial support would aid this transition;

c. willingness to yield all rights of tenure upon entrance into the program;

d. agreement that s/he will not be employed as a faculty member in a postsecondary institution for at least three years; and

e. understanding that s/he will not be reemployed at Regis University full time, except under extraordinary circumstances to be determined by the University.

A qualified member as specified above, who wishes to enter the program will notify the dean and the immediate academic supervisor (and the appropriate chair or director if necessary) at least one full year prior to the proposed exit from the University and will meet with the dean to develop a mid-career transition plan acceptable to both parties. This transition plan will encourage the member to have appropriate consultation with a career counselor before making a final decision to enter the program. The final decision to enter the program must be made at least one semester prior to the agreed upon exit date unless otherwise agreed by the member, the appropriate chair or director and the dean.

The member will provide a signed copy of the mid-career transition plan to the dean and the immediate academic supervisor (and the appropriate chair or director if necessary). The member's decision and plan will be honored by the University if the plan has been approved by the dean.

Two options are available.

Mid-Career Redirection Program, Option A:

Upon written notification from the member of a decision to formally enter the program, the dean will arrange for relief from all formal duties at the University at the end of the member's current appointment year and the member will leave formal employment with the University at that time.

What would have been the next appointment year will be treated by the University as fully paid leave time: the individual will receive the salary that would have been received in what would have been the next appointment year. The individual may choose to receive this salary either in a lump sum on October 1 or in twelve (12) normal pay periods in the year. All benefits also will remain in effect until the ending date of the appointment year. However, the individual will have no duties at Regis during this year so as to be free to pursue a course of action to establish a new career. All salary and benefits will cease at the end of the first year of this program. On the following October
1, the University will give the former faculty member a career redirection grant of $4,000; or

**Mid-Career Redirection Program, Option B:**

Upon written notification from the member of a decision to formally enter the program, the dean will arrange for relief from all formal duties at the University at the end of the member's current appointment year. The individual will leave formal employment with the University at this time and will be free to obtain employment elsewhere, outside higher education. For the next three years, upon receipt of monthly verification of income from the former member's new employer, the University will pay the former member the difference, if lower, between the new salary or equivalent (providing the new salary or equivalent is $20,000 or more per year) and the salary which would have been received each year at the University. All University benefits will cease at the end of the member's current appointment year.

A member who chooses to enter this program will have the honorary rank and benefits of Professor Alumnus/Alumna as specified in Article 9.1.4.

**ARTICLE XV**

**Review and Grievance Procedures**

15.1 **Intent**

The University recognizes and endorses the importance of mediating and adjudicating grievances properly without fear of prejudice or reprisal in accordance with academic due process. Accordingly, informal and prompt settlement of grievances is a desired goal. The orderly processes hereinafter set forth are designed to protect academic freedom and tenure. It is the intent of the University that these processes are the sole method for the resolution of grievances, including those relating to academic freedom and tenure.

15.2 **The Review Committee**

The procedure for handling grievances (see 13.3.2) involves the work of the Review Committee. This committee consists of five members: two chosen by the President or Vice President for Academic Affairs of the University, one chosen by the Regis College faculty, one chosen by the ranked Library faculty, and one chosen by the first four. No member of the Review Committee may simultaneously be a member of any committee on rank and tenure. A chair is chosen by the committee members from among themselves. All committee members normally serve for a duration of three years. If a vacancy occurs, the individual or group who made the original appointment selects the replacement. Names of the members of the Review Committee may be obtained from the President, Vice President for Academic Affairs or Dean.

15.3 **Grievances**

15.3.1 **Definitions**

15.3.1.1 A grievant is any faculty member or group of faculty members
15.3.2 A respondent is any member, group of members, or the University against whom a grievance has been filed. If the respondent is the University, the grievance must be directed to the President or Vice President for Academic Affairs who may designate a member of the administration to respond on his behalf.

15.3.3 In order for a matter to be the subject of a grievance there must have been a material (i) breach, misinterpretation or misapplication of the terms of this handbook; (ii) violation of University policy or procedure as set forth or incorporated by reference or description in this handbook; or (iii) infringement of any of the rights of a member as set forth in this handbook.

15.3.2 General Provisions Governing Grievances

The filing or pendency of any grievance under the provisions of this Article shall not prevent the University from taking the action complained of, subject, however, to the final decision on the grievance.

Failure at any step of this procedure to communicate the decision on the grievance within the specified time limits, or such additional period as shall be mutually agreed upon in writing, shall permit the grievant to proceed to the next step.

Failure at any step of this procedure to appeal a grievance to the next step within the specified time limits, or such additional period as may be mutually agreed to in writing, shall be deemed to be acceptance of the decision rendered at that step.

Extensions of time will normally be granted for good and sufficient reasons (e.g., illness) by the Review Committee.

15.3.3 Dismissal, Suspension, or Reassignment

Prior to the dismissal of any faculty member, the President or Vice President for Academic Affairs of the University or designee will give the member involved a written statement of intent to take this action, with reasons framed with reasonable particularity. Because of the nature of dismissal, no fixed time can be specified for notice. However, such action is usually not taken without prior discussions with and written warnings to the member.

Whenever the University gives written notification to a member of dismissal, the member may file a grievance with the Review Committee. The Committee, the grievant and the University will then follow the procedures for handling grievances, as specified in 15.3.4 below.

Pending the opinion or recommendation of the Review Committee or mediators, the member may be suspended or assigned to other duties. If reassignment is deemed necessary by the University while an ultimate determination of a member's status is being made, the President or Vice President for Academic Affairs of the University or designee will present the reasons for such action to the Review Committee. If suspension is deemed necessary by the University while an ultimate determination of the member's status is being made, the President or Vice President for Academic Affairs of the University or designee will consult with the Chair of the Review

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Committee prior to the action. Unless legal requirements forbid, any such suspension will be with pay. (See also Article 14.5.)

15.3.4 Procedure for Handling Grievances

The Review Committee will consider written grievances from any grievant. The written grievance should set forth in detail the alleged wrong, against whom it is directed, the relief and/or remedy sought, and any other information that the grievant deems pertinent. It is the grievant’s responsibility to establish the specific nature of the grievance. This requires 1) specific reference to the article and section of this Handbook, University policy, or member right being violated; and 2) a specific description of the nature of the violation. Written grievances must be received by a member of the Review Committee within forty-five (45) calendar days after the grievant knew or through reasonable diligence should have known of the occurrence of the event(s) upon which the grievance is based. Grievances based on an event or events that occur within fourteen (14) calendar days before a Christmas or summer vacation, or during such vacation periods, must be filed within forty-five (45) calendar days after the first day of class of the next academic term.

15.3.4.1 Step 1

Upon receipt of a grievance, the Review Committee will first determine whether or not the grievance is a) timely according to the provisions outlined in section 15.3.4 above, and b) conforms to the definition of a grievance according to the provisions outlined in 15.3.1 above. If it is not timely, or if the Review Committee determines that the matter does not constitute a grievance as described in 15.3.4, the matter will be dismissed, and the Committee will so notify the grievant in writing within five (5) working days of receipt of the grievance. If it is timely and meets the definition of a grievance, within five (5) working days of receipt of the grievance the Committee will send a copy of the grievance to all named respondents and will send a written request to both the grievant(s) and respondent(s) to select a faculty member or an employee of the University willing to serve as his/her representative in mediation of the grievance. The grievant and respondent must provide the names of their respective representatives to the Committee within five (5) working days of receipt of the Committee’s request. The Committee shall have the right to reject for good reason any named representative. The Committee will send, within ten (10) working days, the names of the mediators or a request to resubmit name(s) of representative(s) to the parties to the grievance. At this time, the Committee will also notify the mediators of their selection, of the purpose of mediation, and of the Committee’s availability to assist the mediators in a non-adjudicatory manner. Should the Committee reject the initial representative(s), the process of representative selection may be repeated once. Should acceptable representatives not be found, the grievance will proceed to Step 2.

The mediators will collect all documents and information they deem pertinent and will conduct discussions with and/or between the concerned parties, at all times preserving the confidentiality of their proceedings.

The objective of this step is mediation. The mediators will not make a judgment on the merits of the case. Rather, they will engage in impartial and friendly intervention to attempt to settle the differences between the parties to the grievance.
When a grievance is resolved at this step, the mediators shall put the resolution in writing and shall forward it to the Review Committee, the grievant, and the respondent. Such resolutions shall not constitute a binding precedent in the disposition of similar grievances. No offer of settlement of a grievance by either party or a suggested resolution by the mediators that does not become part of an agreed and binding resolution shall be admissible as evidence in further grievance or further legal proceedings.

Acceptance of the proposed mediated grievance resolution by all parties to the grievance brings the process to an end. If, sixty (60) calendar days after the grievance has been filed, no resolution has been reached, the grievance proceeds to Step 2. If, prior to the expiration of this sixty (60) day time period, the mediators and the parties to the grievance agree that the grievance cannot be settled through mediation, the grievance may proceed to Step 2.

15.3.4.2 Step 2

If the matter is not resolved at Step 1, the Review Committee will conduct a hearing on the grievance. The Review Committee will endeavor to obtain reliable evidence. A recommended decision at this step shall be based upon fact finding and the Committee’s judgment on the merits of the grievance in accordance with the terms of this handbook and shall set forth findings of fact and conclusion. All parties to the grievance will have the right to submit evidence and names of witnesses to the Committee. If the grievant is an individual or group of members, the grievant has the right to representation by a member of the faculty or may be self-represented.

In any case of dismissal or suspension, the burden of proof that adequate cause exists for the action shall be on the University, which proof shall be by a preponderance of evidence. In all other cases, the burden of proof shall be on the grievant.

If a member alleges that a decision regarding non-reappointment, denial of promotion and tenure, was based on inadequate consideration, the Review Committee will determine whether the decision was the result of adequate consideration in terms of the relevant standards set forth in this handbook. However, the Review Committee cannot change a decision. If the Review Committee believes that adequate consideration was not given it may request reconsideration by the deciding person or persons, indicating the respects in which it believes the consideration may have been inadequate.

The validity of a change or changes in an educational program cannot be the grounds for a grievance if such change or changes was/were recommended to the Vice President for Academic Affairs by an appropriate faculty body, nor can the existence of financial exigency be the grounds for a grievance if the existence of a financial exigency was confirmed by the Board of Trustees.

In cases involving layoff, a determination in conformity with the provisions of this handbook that a program or a department is to be discontinued, or a determination by the Board of Trustees that a state of financial exigency exists, will be considered *prima facie* valid.
The Review Committee, through its chair, will present a recommended decision regarding the grievance in writing to the parties to the grievance within forty-five (45) calendar days after the mediators have notified the Review Committee that resolution at Step 1 is impossible or the time period for resolution has expired, whichever occurs first. This recommendation can either be accepted by both parties or rejected by either party. Acceptance or rejection by each party will be communicated to the Chair of the Review Committee in writing within seven (7) calendar days after receipt of the recommendation. Failure to respond in writing within seven (7) calendar days will be construed as acceptance of the recommended resolution. Acceptance by both parties brings the process to an end.

If the Committee's recommended decision is rejected by either party to the grievance, either party may appeal to the President. A party wishing to appeal must notify the President of the appeal within seven calendar days of the date of the written decision of the Chair of the Review Committee. The President will review relevant information and will issue a decision within thirty calendar days. The President may appoint a designee to conduct the review. This decision is final.

ARTICLE XVI
Policies and Procedures on Tenure

Institutions of higher education are conducted for the common good, which depends upon the free search for truth and its free exposition. Tenure is a means to certain ends, specifically:

a. to encourage innovative, challenging and critical teaching and research;

b. to ensure freedom to pursue extramural activities; and

c. to attract persons of ability and integrity to the profession.

Tenure is indispensable to the success of Regis University in fulfilling its obligations to its students and to society because it protects faculty members against untoward pressures from inside or outside the academic community and protects academic freedom, which, in turn, maintains the University's dedication to the search for truth.

With the exception of special appointments clearly limited to a brief association with Regis College (unranked faculty, Article 9.1.5) or appointments of retired faculty under special conditions, all full-time appointments to the ranked teaching faculty shall be either probationary/tenure-track appointments or appointments with tenure.

Faculty members on term appointments can have the time in such appointments count toward tenure or promotion, if this is agreed to in writing by the Dean, the faculty member, the department chair or program director and if the individual has undergone annual reviews.

16.1 Definition of Probationary/Tenure-Track and Tenured Status

The probationary/tenure-track period, which precedes the granting of tenure, gives the individual time to demonstrate ability. It also gives faculty colleagues time to observe and evaluate this person on the basis
of performance. During this period, a faculty member has the same academic freedom as a tenured faculty member and non-reappointment (see Article 14.1) cannot be based on reasons which involve a violation of academic freedom. Termination, dismissal, or suspension of a probationary/tenure-track faculty member can occur only in accordance with the provisions of Articles 14.3 and 14.4 of this handbook. Faculty members holding probationary/tenure-track appointments are evaluated for reappointment or non-reappointment on a yearly basis according to procedures outlined in Article 13.2.

Conferral of tenure means that a faculty member is explicitly guaranteed the continuance of a full-time appointment within a department or program until retirement or resignation (as defined in Article 14.2) unless there is proof of adequate cause (as defined in Article 14.4) financial exigency (as defined in Article 14.3.2), or changes in the educational program (as defined in Article 14.3.1).

A faculty member may occasionally teach in a department or program other than the one in which tenured. If tenure in another department or program is desired, s/he must initiate a formal request for such tenure to the Committee on Rank and Tenure, according to the procedure specified in Article 16.5 and be judged to meet the requirements specified in Article 16.3 and in Article 17 for the rank held, except that the other department or program may require a probationary period.

A faculty member who holds tenure in more than one department or program may voluntarily relinquish tenure in all but one of the departments or programs by submitting a written request to that effect to the Dean.

Faculty members having appointments with tenure are evaluated by the Committee on Rank and Tenure every fifth year with the proviso that the Dean and/or the immediate academic supervisor may require more frequent reviews if s/he believes it necessary. Tenured faculty who wish more frequent review as part of their preparation for application for promotion to a higher rank may also request it.

Retired faculty members may be appointed to the faculty on a term basis mutually agreed upon by the individual faculty member, the appropriate department chair or program director, and the Dean, with the approval of the Vice President for Academic Affairs and the President.

16.2 Date of Tenure

Beginning with a full-time probationary/tenure-track appointment at the rank of Instructor or a higher rank, the probationary period shall normally not exceed six years, including within this period full-time service in all regionally accredited colleges and universities. Regis University, however, may require additional service, not to exceed five years of full-time, ranked service at Regis University even though the faculty member's total probationary period in the academic profession is thereby extended beyond six years. (Explanatory note: Provision for extension of the probationary period beyond six years allows the institution to make a considered decision on tenure based on performance at Regis University, rather than at other colleges and universities. It may also meet the needs of individuals who might not otherwise receive appointments because of insufficient time for evaluation or for the individual to obtain an appropriate earned doctorate or terminal professional degree.)

The precise terms of any credit given for previous teaching experience and the length of the probationary period to be fulfilled at Regis University shall be stated in writing at the time of the initial appointment, subject to consultation by the Dean with the chair or director of the department or program and shall be incorporated into the initial letter of appointment.
A leave of absence (as defined in Article 6) for less than an academic year will count toward tenure unless the faculty member and the Dean agree in writing to waive this provision at the time the leave is granted. A leave of absence (as defined in Article 6) for one academic year or more will not count toward tenure unless the faculty member and the Dean agree in writing to the contrary at the time the leave is granted.

Since the actual conferral of tenure is an affirmative act by both the University and the faculty member, the individual must formally request tenure during the sixth year of probationary status or its equivalent in cases where the probationary period was shortened or extended by mutual agreement. This request is made at the time the “Application for Tenure Form” is filed. Although the University may recognize superior service by offering an early grant of tenure, the individual faculty member may not apply for tenure until s/he is in the sixth year of probation or its equivalent. (See Article 16.5)

16.3 Criteria for Tenure

Tenure is not granted solely on the basis of time served in teaching. To be granted academic tenure at Regis University, a faculty member must demonstrate over an extended period of time that s/he:

a. has performed accomplished teaching;

b. has performed noteworthy research or professional activities;

c. has performed noteworthy service to the University, including service to the student body;

d. shows promise that s/he will remain an accomplished teacher and a productive member of the academic community and of the University by consistently performing the duties and responsibilities of faculty members as set forth in this handbook;

e. promotes the advancement of the University’s educational goals; and

f. possesses an appropriate earned doctorate or an appropriate professional degree (e.g., masters with CPA or equivalent certification, or M.F.A.) from a graduate institution of recognized standing or accomplishments that are considered equivalent (e.g., outstanding performance in the creative arts or in the business or medical community) and has disciplinary expertise which corresponds with the educational needs of the department or program in which tenure is sought.

Although decisions to advance faculty to tenure will be based primarily on teaching, all criteria are essential.

Probationary/tenure-track faculty members are responsible for offering all pertinent evidence regarding their fitness for tenure to the Committee on Rank and Tenure. This is normally accomplished by annual submission of a completed self-evaluation form (see Article 13.1). Faculty members on probationary/tenure-track appointments are further responsible for notifying the Committee on Rank and Tenure when they are in their sixth year of probation or its equivalent, as defined in Article 16.2, and for providing the Committee with a completed “Application for Tenure” form which reflects all of their pertinent experience to that date, whether at Regis University or elsewhere.
Failure of a faculty member to meet the above notification requirement shall be deemed a waiver of the right to receive tenure within the time limits specified in Article 16.2. If, in such a case, the University fails to give adequate written notice that tenure will not be granted, that failure will not result in “automatic tenure,” but rather in an obligation to give a terminal contract or to provide one additional year's wages.

16.4 Academic Administrators and Tenure

Academic administrators, as defined in Article 9.3.2, who are ranked teaching faculty may be considered for advancement to tenure in conformity with the provisions of this Article except as clarified below:

a. full-time employees of Regis University who hold appointments as academic administrators and who teach at least one three-credit-hour course or its equivalent in Regis College each academic year may be considered for advancement to tenure. If a person hired by the University for one of the positions named below is on a tenure track at his/her immediately prior position at a regionally accredited institution of higher education, the completed probationary years at that institution may be counted for tenure at Regis subject to the criteria stated in Article 16.2;

b. an academic administrator with faculty rank will be presumed to have met the criteria set forth in Article 17.2.5 for Service to the University. The Committee on Rank and Tenure will identify a Special Academic Evaluator from the department or program in which tenure will be granted as described in 13.1. The administrator seeking tenure will submit an Application for Tenure to the Special Academic Evaluator and follow the procedures on review and recommendation outlined in section 16.5. If it is the Dean seeking tenure, the Vice President for Academic Affairs will serve in the role of the Dean delineated in these sections.

c. when full-time employees of Regis University who are academic administrators are advanced to tenure in Regis College, they will be expected to continue to teach in Regis College at least two three-credit hour courses or their equivalent over the course of four years with the proviso that they shall not go more than four consecutive semesters without teaching at least one course, as long as they retain their administrative position. In such cases, they will be guaranteed a continuous appointment when they leave their administrative positions until retirement age unless there is proof of adequate cause (as defined in Article 14.4), financial exigency (as defined in Article 14.3.2), or changes in the educational program (as defined in Article 14.3.1);

d. a tenured person who accepts an appointment as an academic administrator will retain full tenure rights in Regis College so long as s/he continues to teach as specified in “c” above;

e. a tenured person who accepts a non-academic administrative position will forfeit tenure rights unless s/he takes a leave of absence (see Article 6), but may retain academic rank as specified in Article 9.3.1;

f. a person who is hired by the University for the position of President, Vice President for Academic Affairs, or Academic Dean of Regis College, and who holds tenure in her/his immediately prior position at a regionally-accredited institution of higher education and
who seeks tenure in Regis University may be granted tenure upon appointment subject to the approval of the department or program in which the tenure is to be granted. To be considered for an immediate grant of tenure, the individual must submit his/her tenure materials to the department or program in which tenure is requested and to the appropriate Committee on Rank and Tenure for evaluation and recommendation. To keep tenure in Regis College, such persons must teach as specified in “c” above; and

g. a tenured administrator who returns to full-time teaching shall not displace any member of the affected department or program who teaches half-time or more. This teaching position will not be included in faculty-student ratios for the purpose of reducing the number of faculty in the department or program or in Regis College as a whole until there is attrition in the department or program that is unrelated to the inclusion of the tenured administrator. However, such inclusion can occur only if the position or area(s) of specialization held by the former administrator corresponds with the needs of the department or program. Further, the potential availability of a tenured administrator cannot be a factor in consideration of a member of an academic department for tenure.

16.5 Procedures for Advancement to Tenure

The procedures set forth in this section are in addition to the procedures in Article 13.1. Award of tenure is a decision made by the President, on the advice of the Committee on Rank and Tenure, the Vice President for Academic Affairs, and the Dean, and subject to the approval of the Board of Trustees. Such a decision is based on the criteria outlined in section 16.3 above.

By April 30 in the year prior to that in which a non-tenured faculty member will undergo the “sixth year” review, the Dean will provide the Committee on Rank and Tenure, the Vice President for Academic Affairs, and the President a written recommendation of the correspondence between the faculty member’s disciplinary expertise and the educational needs of the department or program in which tenure is sought. The President will make a decision by May 15 on whether an opening is expected to be available.

By April 7, the Dean will send a notice to each department chair or program director, and the Chair of the Committee on Rank and Tenure showing where each faculty member under the chair's or director's supervision is with respect to tenure. By April 30, the Chair of the Committee on Rank and Tenure will send each faculty member whom the Dean has identified as approaching a “sixth year” review a copy of the “Application for Tenure Form.” An application for tenure also constitutes an application for promotion to the rank of Associate Professor if the member has not already attained that rank. This form must be submitted to the immediate academic supervisor by September 21.

A supervisor or the Committee on Rank and Tenure may recognize superior service by recommending an early granting of tenure and the University may concur by offering tenure. However, individual faculty members may not apply for tenure until the sixth year of the probationary period or its equivalent, as defined in Article 16.2.

During the sixth year of probationary service or its equivalent, as defined in Article 16.2, the faculty member must formally apply for tenure by submitting the “Application for Tenure Form.” The form must provide complete data covering the entire probationary period, including service at other institutions.
During the information gathering process, the faculty member’s supervisor will consult with tenured members of the department or program concerning the performance of the tenure applicant in addition to the information normally gathered for faculty review outlined in 13.1.

After receiving the faculty member's “Application for Tenure Form,” the immediate academic supervisor must provide an independent judgment about whether the faculty member should be granted tenure at the appropriate time and substantiate the recommendations using the applicable guidelines contained in this handbook. The immediate academic supervisor will give a copy of this recommendation to, and will discuss it with, the faculty member before its submission to the Committee on Rank and Tenure. If the supervisor is the Dean, provisions regarding appointment of a Special Academic Evaluator apply (see Article 13.1). In this case, all references in procedures for advancement to tenure to immediate academic supervisor shall apply to the Special Academic Evaluator.

The Application for Tenure, including the immediate academic supervisor's recommendation, must be submitted to the Committee on Rank and Tenure by October 7. The faculty member will have until October 14 to submit any clarifying comments regarding the supervisor's recommendation to the Committee, with a copy to the supervisor.

Also by October 7, the Dean will notify the Committee on Rank and Tenure of any material in a faculty member's personnel file that is appropriate and/or necessary for them to take into account in their deliberations on granting tenure.

By October 14, the Committee on Rank and Tenure will develop a list of applicants for tenure and will provide a copy of this list to the Dean.

Pursuant to its deliberations, the Committee on Rank and Tenure invites the Dean early in the fall semester to join the committee in a discussion of specific candidates for tenure. In mid-December, the President and/or the President's representative will be invited to join the Committee for a discussion of their probable recommendations regarding those faculty applying for advancement to tenure. This meeting gives the President and/or the President's representative an opportunity to discuss any particular cases before the Committee is required to take formal action.

The Committee on Rank and Tenure will render an independent judgment on whether the faculty member has met the criteria established for tenure in this Article based upon the totality of the information it possesses. The Committee's recommendation, together with that of the supervisor, the self-evaluation, and other supporting evidence will be forwarded to the President, the Vice President for Academic Affairs and the Dean on or before January 31. The Committee's evaluation and recommendation, along with the Dean's separate evaluation and recommendation, will be sent in its entirety to the faculty member under review after being reviewed by the Dean and, if the Dean considers necessary, legal counsel for the University. If any potential legal problems are identified by the Dean and/or legal counsel, these will be brought to the Committee by the Dean. The Committee will rewrite the evaluation and/or recommendation in order to eliminate the potential legal problems without changing the substance of the Committee's original evaluation and/or recommendation. The Dean will relay these recommendations to the applicant and to her/his immediate academic supervisor by February 15 or within two weeks after receiving the Committee's report if the Committee submits the final rewritten report to the Dean after January 31.

The independent recommendations of the Vice President for Academic Affairs and the Dean, with appropriate documentation, will be forwarded to the President by February 15. The Vice President for
Academic Affairs and the Dean will send copies of their respective recommendations to the applicant and to his/her immediate supervisor at that time.

The President is responsible for the final decision to recommend an award of tenure to the Board of Trustees. However, the decision of the Committee on Rank and Tenure regarding the fitness of the faculty member for tenure is recommended to the Board of Trustees by the President except in the following situations:

a. when the President believes that the Committee on Rank and Tenure did not follow the procedures established above; or

b. when the Committee on Rank and Tenure did not obtain evaluations of the material submitted by the faculty member by an appropriate off-campus expert and the President deems it desirable to obtain such an opinion; or

c. when the President has pertinent information, including, but not limited to, the independent recommendations of the Dean and the Vice President for Academic Affairs, which was not utilized by the Committee at the time of its deliberations; or

d. when the President judges that the faculty member has not adequately demonstrated that s/he promotes the advancement of the University’s educational goals or consistently performed the duties and responsibilities of faculty members as set forth in this handbook.

In such instances, the President will forward such information to the Committee for its consideration and the Committee will notify the President, in writing, of any change(s) in its recommendations. If a difference of opinion continues to exist between the President and the Committee on Rank and Tenure, the President or his designee will confer with the Committee and the Dean, attempting to resolve this difference of opinion prior to the President's decision, which in any event shall be final. In unusual circumstances, a final decision may be deferred until after March 15, provided that all interested parties are informed in writing of the reasons for the delay and the anticipated date of the decision.

Normally the Vice President for Academic Affairs will simultaneously inform in writing within ten working days after the Spring Board of Trustees meeting the faculty member, the department chair or program director, the Dean, and the Committee on Rank and Tenure of the action of the Board of Trustees on the application for advancement to tenure. If a decision on tenure is negative, the appointment for the following year becomes a terminal one. If a decision on tenure is positive, the appointment for the following year is as a tenured faculty member.

If all parties involved in the process of tenure review of a candidate agree in writing in advance, these deadlines can be extended. If deadlines or extended deadlines are not met by the candidate, the application will not be reviewed that year. If major deadlines are not met by the supervisor, the Committee, the Dean, the Vice President for Academic Affairs, or the President, the Committee (or the President if the Committee has missed a major deadline or the Board of Trustees if the President has missed a major deadline) will take whatever steps seem appropriate to guarantee that subsequent deadlines are met.
ARTICLE XVII
Policies and Procedures on Promotion

Regis University has a responsibility to improve its academic stature. This improvement calls for rigor in the application of evaluation criteria in the promotion process. However, the University recognizes that no faculty member can simultaneously engage successfully in activities in all of the areas listed below. Therefore, the faculty member seeking promotion should make long-range plans to address these criteria in planning professional goals since the Committee on Rank and Tenure, in evaluating a faculty member, will assess performance in these areas over a period of time.

17.1 General Criteria for Promotion

Promotions are made on the basis of the fulfillment of the qualifications discussed in this section and in Article 9.2. See also the discussion of faculty workload in Article 12.3.

In addition to such minimum standards as possession of the appropriate degree and serving stated time in rank prior to promotion, decisions to advance faculty in rank will be based primarily on teaching. Also essential shall be professional activity and service to the University.

A faculty member appointed to the rank of Instructor must, by the end of the fourth year at that rank, obtain promotion to the rank of Assistant Professor or the fifth year at the rank of Instructor will be terminal.

The initial responsibility of applying for advancement in rank and the burden of proof for the advancement rests with the individual faculty member, subject to the procedures set forth in this Article. The department chair or program director, the Dean, and the Committee on Rank and Tenure also may initiate promotion applications. If a faculty member is nominated for promotion, the choice of whether this nomination becomes a formal application will reside with the nominee. If the nominee chooses for this nomination to become a formal application, then the nominator and the nominee are mutually responsible for providing all the necessary materials by the appropriate deadlines.

Applications for advancement in rank must be accompanied by a recommendation from the individual faculty member's immediate academic supervisor as defined in Article 8. Actions initiated by the Committee on Rank and Tenure do not require a supervisor's recommendation.

The definitions and criteria set forth in this Article and in Article 9.1 should be used by the individual faculty member in preparing the promotion form, by the immediate academic supervisor in evaluating a faculty member, and by the Committee on Rank and Tenure in its deliberations. No faculty member is entitled to promotion solely because of length of service. Further, the level of performance and the relative weighing of the criteria depends on the rank for which the faculty member is being considered.

When a member applies for promotion to the rank of Associate Professor or Professor, either the member, the Committee on Rank and Tenure, or the Dean may require an outside review. If an outside review is required, the applicant will provide the Committee on Rank and Tenure with a list of names of potential external reviewers with which both the Dean and the applicant agree. Addition of any name(s) to the list by the Committee requires the approval of both the applicant and the Dean. If the Dean and the applicant cannot agree, each will submit three names to the Committee, and the Committee will make the selection. The Committee on Rank and Tenure will select the outside reviewer from this final list and will furnish the outside reviewer with the Committee’s guidelines and representative examples of the candidate’s
professional and/or scholarly work. The costs of the review require prior approval of the Dean and will be borne by the University. The Chair of the Committee on Rank and Tenure will provide copies of the results of the outside review to the applicant and the Dean.

17.1.1 Teaching Faculty

17.1.1.1 Assistant Professor

Promotion to Assistant Professor requires that the candidate provide evidence of meeting at least the minimum education, teaching experience, scholarship, and potential for fulfillment of the duties and responsibilities of a faculty member as set forth in the description of this rank in Article 9.1.1.2.

17.1.1.2 Associate Professor

Promotion to Associate Professor requires that the candidate provide evidence of:

a. at least the minimum education and teaching experience required in Article 9.1.1.3;

b. accomplished teaching (see Article 17.2.3);

c. noteworthy research or professional activities (see Article 17.2.4); and

d. noteworthy service to the University, including service to the student body (see Article 17.2.5).

17.1.1.3 Professor

Promotion to Professor requires the candidate to provide evidence of at least the minimal education and teaching experience required in Article 9.1.1.4.

In addition to the general requirements, Promotion to Professor requires evidence of outstanding performance in one of the following areas and accomplished performance in the other two areas:

a. teaching effectiveness (see Article 17.2.3);

b. research, creative work or professional activities (see Article 17.2.5); and

c. service to the University, including service to the student body (see Article 17.2.5).

A faculty member who intends to apply for the rank of Professor must notify his/her supervisor in writing one year in advance of the application (see deadlines, 17.4) and should her/his preparation for promotion with the supervisor at this time. In preparation for application for the rank of Professor, it is recommended that a faculty member either apply for promotion a year or two after a regularly scheduled evaluation in which the faculty member clearly stated his/her intention to
apply for promotion or request a special evaluation in which the faculty member should clearly state her/his intention to apply for promotion a year or two before application for the rank of Professor. If an application for promotion to the rank of Professor is denied, the faculty member may not reapply for a minimum of two years.

17.2 Specific Criteria for Promotion

17.2.1 Education Required for Promotion

For teaching faculty, the normal, minimum education requirement for promotion to Assistant Professor, Associate Professor, or Professor is possession of an appropriate earned doctorate or an appropriate professional degree (e.g., masters with C.P.A. or equivalent certification or M.F.A.) from a graduate institution of recognized standing; or accomplishments that are considered equivalent (e.g., recognized performance in the creative arts or in the business or medical community for promotion to Assistant Professor or outstanding accomplishments for promotion to Associate Professor or widely acclaimed accomplishments for promotion to Professor). Evidence of substantial progress toward the doctorate or terminal professional degree (e.g., completion of all requirements except the dissertation) may be considered sufficient for promotion to the rank of Assistant Professor.

17.2.2 Experience Required for Promotion

The minimum full-time ranked teaching experience required for each rank is (see also Article 9.1.1):

a. at least three years for promotion to Assistant Professor;

b. either six years total or a minimum of five years teaching at the rank of Assistant Professor, two or more at Regis College, for promotion to Associate Professor; or

c. a minimum of six years teaching at the rank of Associate Professor, three or more at Regis College, for promotion to Professor.

Deviation from these minima must be fully justified by the party initiating the request for early promotion, and the Committee on Rank and Tenure must concur with the justification.

A year of full-time, ranked teaching experience means that an individual has fulfilled the duties and responsibilities of a ranked faculty member for one year of full-time service as defined in Article 12 or has fulfilled the duties of an academic administrative officer at Regis University for a full year and has taught six hours or more during the year as defined in Article 9.3.2.

A year of full-time, ranked teaching at any regionally accredited college or university is equivalent to a year of full-time, ranked teaching at Regis University, with the proviso that a minimum amount of service at Regis University is normally required before promotion to the next rank as follows:

a. for promotion to the rank of Associate Professor, a minimum of two years experience at Regis University at the rank of Assistant Professor; and
b. for promotion to the rank of Professor, a minimum of three years experience at Regis University at the rank of Associate Professor.

Part-time teaching experience at a regionally accredited college or university, (other than as a graduate assistant), or full-time artistic, business or professional experience prior to a ranked faculty appointment may be counted towards promotion on a pro rata basis, provided that the amount of credit has been agreed upon by the faculty member, the faculty member's immediate academic supervisor, and the Dean at the time of the initial appointment.

Ranked faculty members who are hired as a result of a Regis College search and who teach full time by combining at least three-sevenths teaching in Regis College and the remainder in another school of the University will have this time count towards promotion.

A sabbatical leave (as defined in Article 11.4) will count toward promotion in rank, unless the faculty member and the Dean agree in writing to waive this provision at the time the leave is granted. A leave of absence with pay (as defined in Article 6) for less than an academic year will count toward promotion. A leave of absence without pay (as defined in Article 6) for one academic year or more will not count toward promotion unless the faculty member and the Dean agree in writing to the contrary at the time the leave is granted.

17.2.3 Teaching Effectiveness

Regis University recognizes that excellence in teaching is the most important attribute of a faculty member. The attributes and qualifications which should be considered and documented in assessing teaching effectiveness may include, but not necessarily be limited to, the following:

   a. command of one's subject;
   b. ability to organize subject matter and to present it clearly, logically and imaginatively;
   c. knowledge of current developments in one's discipline;
   d. ability to relate one's subject to other areas of knowledge;
   e. ability to provoke and broaden student interest in the subject matter;
   f. ability to utilize effective teaching methods and strategies;
   g. possession of the attributes of integrity, industry, open-mindedness and objectivity in teaching; and
   h. contributions to the Core curriculum, especially to the first year foundational and integrative Core.

Sources of documentation include, but are not necessarily limited to, the following:

   a. self ratings;
b. supervisor ratings;

c. peer ratings;

d. a review of course syllabi by peers inside or outside the University;

e. student ratings;

f. further course work or other continuing education in one's field.

The levels of performance in this area, in order and for the different ranks, are:

a. for Assistant Professors, proven or presumptive competence;

b. for Associate Professors, accomplished performance;

c. for teaching-track Professors, outstanding performance;

d. for research-track Professors or self-designed-track Professors, either sustained, noteworthy performance or outstanding performance.

17.2.4 Research, Creative Work, and Professional Activities for Teaching Faculty

Each teaching faculty member has an obligation to maintain a high level of professional competence and to keep abreast of the developments in his/her field. Moreover, effective teaching necessitates active involvement in the intellectual and scholarly developments of the individual's field. Because what is considered appropriate research or professional activity in one discipline may not be recognized as appropriate in another discipline, an individual faculty member's research, creative, or professional work should be evaluated in terms of its quality, its level of recognition among peers, and its significance to the particular discipline. Evidence of appropriate endeavors includes, but is not limited to:

a. publications, to include writing scholarly articles, monographs, textbooks, teaching manuals for textbooks, and reviews of books and other creative works in one's field;

b. artistic works and performances;

c. research grants and projects;

d. receipt of fellowships;

e. inventions and patents;

f. participation in professional organizations (e.g., attendance at annual meetings);

g. presentation of research findings at professional meetings;
h. a leadership position in professional organizations (e.g., election or appointment to offices or committees);
i. reading scholarly papers before learned societies and professional organizations;
j. disciplinary addresses to civic organizations;
k. participation in conferences and institutes;
l. appointment in a scholarly capacity to a state or national post;
m. service in the individual's professional area as a consultant or resource person;
n. refereeing grant proposals or tenure proposals;
o. selection as a critic of new teaching methods;
p. invitations to present professional workshops;
q. expert witness;
r. disciplinary expert for news media;
s. education that enhances one's teaching and/or research; and
t. citations in others' works.

Sources of documentation include, but are not necessarily limited to, the following:

a. self report of activities, with appropriate documentation and, where not self-evident, of time spent;
b. review or testimony by professional peers;
c. publications;
d. citation of research in other works;
e. award of grants, patents, prizes, or commendations;
f. research projects one has done in the conduct of one's job;
g. award of fellowship; and
h. election or appointment to a scholarly or professional post.

The levels of performance in this area, in order and for the different ranks, are:

a. for Assistant Professors, proven or presumptive capacity;
b. for Associate Professors, noteworthy performance;

c. for teaching or professional track Professors, noteworthy performance;

d. for research track Professors, creative and recognized performance in research and outstanding performance in professional activities; and

e. for self-designed track Professors, either noteworthy or outstanding performance.

17.2.5 **Service to the University, Including Service to the Student Body**

A university like Regis necessarily depends upon its teaching faculty for quality services rendered outside the classroom. It is a basic expectation that every faculty member have at least one ongoing service commitment each year beyond those outlined in the Community Component. Therefore, a faculty member may reasonably be expected to demonstrate participation in the operational concerns of the institution, including services rendered to the students which may include, but not necessarily be limited to, the following:

a. service on a University or College committee;

b. chairing a department or program;

c. fulfillment of special assignments (e.g., serving as the departmental representative for Admissions panels and visit days);

d. advising students with special academic or other interests (e.g., pre-health professions or pre-law);

e. advising a student club or organization;

f. participation in the RCC 200 program.

Although each teaching faculty member has an obligation to advise students in his/her classes with regard to class work and to serve as an advisor for students, other service to the student body may include, but not necessarily be limited to, any of the following:

a. service as a moderator of student activities;

b. service as a summer advisor;

c. planning and/or participating in extra curricular student activities;

d. planning and/or participating in curricular-related activities;

e. organizing material and advising students with special interests (e.g., law school, foreign study).
The College also wishes to maintain equity access across the faculty with service commitments. Therefore, a faculty member who has extraordinary service commitments should elect the service option within the STEPP Component of workload. In addition, faculty members should not take on overly heavy service burdens. This detracts from their ability to teach effectively and to stay professionally active. Examples of too-heavy service loads include but are not limited to:

a. serving on two committees while also advising 30 or more students;
b. concurrently serving as chair for more than one committee or department;
c. chairing one committee while serving on another (not including subcommittees of the committee).

Sources of documentation include, but are not necessarily limited to, the following:

a. self report of activities and, where it is not self-evident, of time spent;
b. committee or committee chair ratings, or ratings by the supervisor of an activity (e.g., a report from the Director of Admissions, the Vice President for University Relations’ staff);
c. rating by Dean of Students office personnel; and
d. supervisor ratings.

The levels of performance in this area, in order and for the different ranks, are:

a. for Assistant Professors, proven or presumptive competence;
b. for Associate Professors, noteworthy performance;
c. for teaching or professional track Professors, outstanding performance;
d. for research track Professors or self-designed track Professors, either noteworthy or outstanding performance.

17.3 Criteria for Promotion of Academic Administrators

Academic administrators as defined in Article 9.3.2 who belong to the ranked faculty may be considered for promotion in rank in conformity with the provisions above as clarified or altered below:

a. full-time employees of Regis University who are appointed to an academic administrative office and who teach one three-credit-hour course or its equivalent per year may be considered for promotion in rank and will have this time count as full-time, ranked teaching experience in these considerations. However, such full-time employees who teach less than one three-credit-hour course or its equivalent for any one-year period will not be eligible for promotion in rank while teaching less than the above minimums although they may retain their rank under the provisions of Article 9.3.1. Upon
resumption of teaching one three-credit-hour course or its equivalent during an appointment year, the full-time employee may have that work count as full-time ranked teaching experience toward advancement in rank, which will be added to previous ranked teaching experience;

b. as long as a ranked faculty member holds an academic administrator position, it will be presumed that the criteria set forth in Article 17.2.5 for Service to the University have been met. The Committee on Rank and Tenure will identify a Special Academic Evaluator from the department or program in which promotion will be granted as described in 13.1. The administrator seeking promotion will submit an Application for Promotion to the Special Academic Evaluator and follow the procedures on review and recommendation outlined in section 17.4. If it is the Dean seeking promotion, the Vice President for Academic affairs will serve in the role of the Dean delineated in these sections; and

c. the academic administrator must meet all other criteria for promotion to the next rank.

17.4 Procedures for Promotion in Rank

The procedures set forth in this section are in addition to the procedures set forth in Article 13.1.

Promotion in rank is a decision made by the President, on the advice of the Committee on Rank and Tenure, the Vice President for Academic Affairs, and the Dean, and subject to the approval of the Board of Trustees. This decision is based on a judgment by the Committee on Rank and Tenure of whether the individual meets the criteria for the next rank established in this Article. In arriving at this decision, the Committee on Rank and Tenure oversees and is governed by the procedures established below.

By April 7, the Dean will send a notice to each department chair or program director, and the Chair of the Committee on Rank and Tenure showing where each faculty member under the chair's or director's supervision is with respect to rank. By April 30, the Chair of the Committee on Rank and Tenure will send a copy of the “Application for Promotion Form” to each faculty member in the first year that member is eligible for promotion. (Note that an application for tenure also constitutes an application for promotion to the rank of Associate Professor if the member has not already attained that rank. See also Article 16.5.) This form must be completed by September 21.

A supervisor or the Committee on Rank and Tenure may recognize superior service by recommending advancement in rank and the University may concur by offering advancement in rank. However, individual faculty members generally may not apply for advancement until the minimum length of time in current rank has been completed as defined in Article 17.2.2. If a supervisor intends to nominate someone for promotion, the letter of nomination must be received by the Chair of the Committee on Rank and Tenure by April 21.

A faculty member desiring promotion in rank must indicate this on the self-evaluation form and must fill in the form in conformity with the instructions thereon.

After receiving the faculty member's “Application for Promotion Form,” the immediate academic supervisor must provide an independent judgment about whether the faculty member should be promoted at this time, and substantiate the recommendations using the applicable guidelines published in this handbook (see Article 13.1). The immediate academic supervisor will give a copy of the
recommendation to the faculty member and will discuss it with the faculty member before its submission to the Committee on Rank and Tenure. If the supervisor is the Dean, provisions regarding appointment of a Special Academic Evaluator apply (see Article 13.1). In this case, all references in procedures for promotion in rank to immediate academic supervisor shall apply to the Special Academic Evaluator.

By October 7, the Application for Promotion, including the supervisor's written evaluation, must be submitted to the Committee on Rank and Tenure. The faculty member will have until October 14 to submit any clarifying comments regarding the evaluation to the Committee, with a copy to the supervisor.

Also by October 7, the Dean will notify the Committee on Rank and Tenure of any material in a faculty member's personnel file that is appropriate and/or necessary for them to take into account in their deliberations.

By October 14, the Committee on Rank and Tenure will develop a list of applicants and nominees for promotion in rank and will provide a copy of this list to the Dean.

By October 28, if external reviewers are being used, applicants and nominees for promotion to the ranks of Associate Professor and Professor must meet with the Dean to develop a list of potential external reviewers for submission to the Committee on Rank and Tenure. (See Article 17.1)

Pursuant to its deliberations, the Committee on Rank and Tenure invites the Dean early in the fall semester to join the Committee in a discussion of specific candidates, particularly those applying for advancement in rank. However, the Dean does not sit as an ex-officio member of the Committee. In mid-December, the President and/or the President's representative will be invited to join the Committee for a discussion of their probable recommendations regarding those faculty applying for advancement in rank. This meeting gives the President and/or the President's representative an opportunity to discuss any particular cases before the Committee is required to take formal action.

The Committee on Rank and Tenure will render an independent judgment on whether the faculty member has met the criteria established for promotion to the rank requested in this Article based upon the totality of the information it possesses. It will be considered appropriate to recommend a promotion in rank contingent upon the fulfillment of certain requirements prior to a specific date.

The Committee's recommendation, together with that of the supervisor, the self-evaluation, and other supporting evidence will be forwarded to the President, the Vice President for Academic Affairs and the Dean on or before January 31. The Committee's evaluation and recommendation, along with the Dean's separate evaluation and recommendation, will be sent in its entirety to the faculty member under review after being reviewed by the Dean and, if the Dean considers necessary, legal counsel for the University. If any potential legal problems are identified by the Dean and/or legal counsel, these will be brought to the Committee by the Dean. The Committee will rewrite the evaluation and/or recommendation in order to eliminate the potential legal problems without changing the substance of the Committee's original evaluation and/or recommendation.

The independent recommendations of the Vice President for Academic Affairs and the Dean, with appropriate documentation, on advancements in rank shall be forwarded to the President by February 15. The Vice President for Academic Affairs and the Dean will send copies of their respective recommendations to the applicant and her/his immediate supervisor at that time.
The decision of the Committee on Rank and Tenure regarding the fitness of the faculty member for promotion is recommended to the Board of Trustees by the President except in the following situations:

a. when the President or Vice President for Academic Affairs believes that the Committee on Rank and Tenure did not follow the procedures established in this handbook; or

b. when the Committee on Rank and Tenure did not obtain evaluation(s) of the material submitted by the faculty member by appropriate off-campus expert(s) and the President or Vice President for Academic Affairs deems it desirable to obtain such opinion(s); or

c. when the President has pertinent information, including, but not limited to, the independent recommendations of the Dean and the Vice President for Academic Affairs, which was not utilized by the Committee at the time of its deliberations.

In such instances, the President will forward such information to the Committee for its consideration and the Committee will notify the President, in writing, of any change(s) in its recommendations. If a difference of opinion continues to exist between the President and the Committee on Rank and Tenure, the President or his designee will confer with the Committee and the Dean and will attempt to resolve this difference of opinion prior to the President's decision which in any event will be final. In unusual circumstances, a final decision may be deferred until after the above notification date, provided that all interested parties are informed in writing of the reasons for the delay and the anticipated date of the decision.

The Vice President for Academic Affairs will simultaneously inform in writing within ten (10) working days after the Spring Board of Trustees meeting or the faculty member, the Department Chair or Program Director, the Dean, and the Committee on Rank and Tenure of the action of the Board of Trustees on the application for promotion in rank.

If all parties agree in writing in advance, these deadlines can be extended. If deadlines or extended deadlines are not met by the candidate, the application will not be reviewed that year. If major deadlines are not met by the supervisor, the Committee, the Dean, the Vice President for Academic Affairs or the President, the Committee (or the President if the Committee has missed a major deadline or the Board of Trustees if the President has missed a major deadline) will take whatever steps seem appropriate to guarantee that subsequent deadlines are met.

ARTICLE XVIII
Miscellaneous

18.1 Academic Administrators and Faculty Offices

As long as a ranked member holds an appointment as an academic administrative officer as defined in Article 9.3.2, s/he may not hold an elected faculty position on the Committee on Rank and Tenure or on any other faculty committee where his/her position as an academic administrator would present a conflict of interest with regard to the stated purposes of the committee. However, s/he is eligible to be elected to all other faculty committees or honors unless such committees or honors are specifically restricted to full-time faculty members.
18.2 Governance

Regis University is committed to genuine collaboration with the faculty. There are several governance mechanisms: such as the Academic Policy and Planning Council, the Faculty Senate, and faculty committees as well as other processes for faculty participation in a wide range of issues. Regis University observes governance processes congruent with the position of AAUP that “curriculum, subject matter and methods of instruction, research and faculty status and those aspects of student life which relate to the educational process” (“Statement on Government of Colleges and Universities”) are areas in which the faculty has primary responsibility.

18.3 Non-Discrimination

The University shall not discriminate against any member or against any applicant for employment for reasons legally prohibited or for membership in, or activity on behalf of, the AAUP.

18.4 Non-Working Days/Dates

Whenever a day or date referred to in this handbook falls on a non-working day, the action specified will be deferred to the first working day following.

Failure by the University to comply with dates in this handbook are not grievable unless there is an adverse effect on the faculty member which results from the failure to comply with the date in question.