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I. Mission, Board of Trustees, Administration, and Procedure for Revision of the 
Faculty Manual

a. Mission

We are a community dedicated to the development of wholeness in our students 
through adherence to a curriculum of academic excellence which balances the ideals 
of the liberal arts tradition and sound professional preparation, within a Christian 
atmosphere of self-discipline, responsibility, and concern for the continuing growth 
of the individual.

b. The Board of Trustees

The Board of Trustees is a permanent, self-perpetuating body entrusted with 
proprietary responsibility for the institution. The maximum number of trustees is 
33. The trustees represent varied occupational roles and geographical 
perspectives. Trustees are elected to three-year terms and may be elected for an 
unspecified number of terms.

The President of the university serves as an ex-officio member of the Board of 
Trustees. The president of the alumni association also is given ex-officio status.

The faculty shall elect two nominees to the Board of Trustees—the Faculty 
Representative and the Faculty Representative-Elect. If the Board approves these 
nominees, the Faculty Representative will attend all Trustee meetings both on and 
off campus. The Faculty Representative-Elect will attend meetings of the Student 
Affairs Committee when the Trustees meet on campus. The Faculty 
Representative-Elect will also be available to serve in the event that the faculty 
representative elected by the Board of Trustees cannot attend a Board of Trustees 
meeting.

The president of the Student Senate will also be a nominee to the Board of 
Trustees and once approved by the Board will attend all Trustee meetings both on 
and off campus.

The full Board meets three times per year to set general policy and to act upon 
major items of business.

In instances where the Board of Trustees Bylaws and the Faculty Manual do not 
agree, the Board Bylaws take precedence.

i. Committees
The Executive Committee consists of the Board’s officers, chairpersons of standing committees, and one at-large member. The committee meets as needed.

Other Board committees are Academic Affairs, Business Affairs, Building, Institutional Advancement, Investment, Marketing, Nominating and Governance Personnel, Planning, and Student Affairs. These committees meet at the call of the committee chair or the President of the university.

c. Administrative Structure

i. The President

The chief executive of the University of Jamestown is named by the Board of Trustees, and is given responsibility for the stability and growth of the institution. The President is assisted in the decision-making process by the Board of Trustees, to whom reports are directly given; and the administrative staff. All administrative directors report directly to the President or his/her designee; these include the areas of academic affairs, admissions, athletics, business affairs, communications and marketing, institutional advancement, and student affairs. Students, either directly or through the student services structure, have access to the President.

ii. The President’s Cabinet

The Cabinet consists of the President and the senior administrators in the following areas: Academic Affairs, Athletics, Business Affairs, Communications and Marketing, Enrollment Management, Institutional Advancement, Planning and Administration, and Student Affairs. This body meets regularly in order to report on each office’s activities and to develop administrative policies. The President may add additional administrative staff to the cabinet, or remove staff from the cabinet, as needed to conduct the business of the university.

iii. Additional Directors

The directors of additional campus activities also report directly to the President or his/her designee. These include the chaplain.

iv. Department Chairpersons and Program Directors
Department Chairpersons and Program Directors are appointed by and serve at the discretion of the President or the Vice President for Academic Affairs. They are responsible for developing courses, curricula in their areas, departmental budgets, and performing such other duties as assigned by the Vice President for Academic Affairs. They report to the Vice President for Academic Affairs. Additional duties include:

- Scheduling department meetings; Maintaining departmental records;
- Making candid and documented recommendations to the Personnel Council, whose recommendations address the criteria established in this handbook regarding promotion in rank and renewal of contracts of departmental faculty members;
- Drawing up the teaching schedule of the department so that the teaching load provisions are maintained, after consultation with the individual members and subject to the approval of the Vice President for Academic Affairs;
- Recruiting new faculty according to the policies established in this handbook;
- Acquainting new faculty members with departmental and university policies and procedures;
- Preparing the department’s annual budget and supervising its implementation;
- Overseeing and assisting the department’s academic advising program;
- Evaluating student complaints regarding department members and handling them in accordance with department and university procedures;
- Supervising and being accountable for the departmental procedure by which students are accepted as majors and approved for graduation;
- Supervising the departmental procedures for informing majors about graduate and professional schools;
- Assigning to other members of the department such specific duties as will make possible the more effective operation of the department;
- Supervising student workers;
- Supervising the ongoing development and implementation of departmental assessment plans and providing annual assessment reports.

d. Amending the Faculty Manual

The following procedure is adopted as an orderly process for the initiation and consideration of amendments to all sections of Part II and Part III of the Faculty Manual.
The University and the Faculty commit their good faith efforts to the process to the end of achieving agreement on policy issues affecting faculty employment. That commitment shall not prejudice the responsibility and authority of the Board of Trustees to exercise their prerogative to govern and administer the University.

The procedure outlined below is based on three interconnected principles: First, it tries to satisfy the need for an orderly manner of allowing all segments of the institution to contribute, each in a proper capacity, to the formulation or alteration of policy statements;

Second, it attempts to make the process of revision effective by introducing into it the principle of self-limitation, which prevents the endless debate and allows particular issues to be brought to decisive action;

Finally, it recognizes the fact that the adoption of policy, however formulated or proposed, is among the powers reserved to the Board of Trustees.

i. Proposed Amendments

Proposals for revising Part II and Part III of the Manual can be made by the President, the Personnel Council of the Faculty Senate, or any person or quasi-person (i.e., committee, council) connected with the University of Jamestown Faculty Body. In addition to the aforementioned parties, proposals for revising Part II can also be made by the Board of Trustees. While the manner of making such proposals is a matter of individual style and custom, it is nevertheless recommended that

a. Proposals be made in the form of text intended to replace, in whole or in part, some current expressions of the Manual;
b. A particular proposal contain no more than one alteration of substance;
c. A brief explanation of the reason(s) for proposing the revision accompany the proposal; and
d. Recognized governing bodies or committees pass upon such proposed amendments by their own procedures (e.g., the Board of Trustees) or by a simple majority vote of the voting membership of such a body or committee.

ii. Processing of Proposals

1. Internal Process
Whenever proposals originate they will be considered by the Personnel Council of the Faculty Senate. Without prejudice to its procedures, this council, upon receipt of a revision proposal, may choose one of the following courses of action:

a. It may receive and transmit it to the President and Faculty without change or comment;
b. It may endorse it and attach its endorsement to the original proposal;
c. With the consent of the submitter, it may either alter or amend a proposal before transmitting it to the President and the Faculty Body.
d. If the submitter does not agree to such alterations or amendments, the Personnel Council may object to the proposal and attach its objections or amendments before sending it to the President and the Faculty Body.

The Faculty Body shall accept or reject the proposed change(s) to the Manual, by a simple majority vote of that body. The Faculty Body may modify the proposal and accept the modification, or may return the proposal to the Personnel Council for further work or modification.

2. Role of the President of the University

The President of the University may also accept, reject, amend, or remand the proposal in respect to the proposed amendment(s).

Should the President disagree with the Faculty's action, the President, the Personnel Council, and the Vice President for Academic Affairs shall meet to discuss the next steps, which may include further study, modification, and/or resubmission of the proposal to the Faculty and the Personnel Council within the time frame for modification of the next year's Faculty Manual. Normally, action on amendments by the Faculty and the President will take place by the end of the first semester so that the Board of Trustees may consider the revised amendments at their January meeting.

Any proposed amendment not adopted by both the President and the Faculty by the deadline shall be considered rejected for that year. It may be resubmitted for the next assigned period of review.
if a simple majority of the Personnel Council votes to resubmit the proposal(s).

3. Board of Trustees Approval

Board of Trustees approval is only required for proposals amending Part II of the *Faculty Manual*. Proposed amendments to Part III of the *Faculty Manual* require approval by the Faculty and Administrative body using the procedure outlined above.

Proposals to amend Part II of the *Faculty Manual* approved by the President and Faculty in a timely manner shall be submitted by the President to the Board of Trustees prior to the winter meeting of the Board of Trustees.

Before definitive action on revision proposals, the Board of Trustees may commission an authorized subcommittee of its members to meet with the President, the Personnel Council, and/or the Vice President for Academic Affairs to discuss final adjustments in the revised texts.

The revision process is concluded in accordance with the action of the Board of Trustees. This action is either an approval and promulgation or a rejection of the proposed revision. In either case, proposals thus acted upon cannot be proposed for revision under this procedure until the next authorized period under the provision of resubmission in Part I Section ii above.

iii. Emergency Procedure

When the President, the Personnel Council, and the Vice President for Academic Affairs agree that in the best interests of the University of Jamestown a modification of Part II of the *Faculty Manual* is necessary, they may petition through the President and the Chair of the Board of Trustees for a special Board review of a specific change at the next regular or emergency Board meeting. It shall be fully at the discretion of the Board of Trustees to accept or reject such a petition.

iv. General Rules of Implementation

Any amendments of the provisions of the *Faculty Manual* contained in Part II or Part III will take effect and be a part of the next offer of employment extended to any faculty member by the university. For
faculty on contract period other than the academic year, the amendment shall be effective for and incorporated into any offer of employment scheduled to commence after the beginning of the academic year next succeeding the academic year in which the amendment was adopted. Any grandfathering provision will be specific to a given policy and so noted in specific language.

A copy of the *Faculty Manual* with current revisions will be available for all Faculty on the Faculty/Staff page of the University website. Proposals under discussion by the Board of Trustees have no status whatsoever, not even a promissory one, until final action by the Board has been taken and until the above effective dates have been followed.

v. Method of Institutional Revision

1. Administrative Structure: approved by the President
2. Governance Structure: recommended by the President and/or faculty; approved by the Board.
3. Committee structure: by a vote of the Faculty Senate for academic committees; by vote of the full Board for Board committees and campus-wide committees designated by the Board.

II. **Part II: Faculty Employment Policies and Procedures**

This part contains the approved policies and procedures of The University of Jamestown concerning the terms and conditions of the Faculty of the University. This part is incorporated into the individual contract of employment of each faculty member. Where the terms and provisions of an individual contract of a faculty member are inconsistent with the general policies contained herein, the provisions of the individual contract shall supersede. Otherwise, the provisions of Part III of this manual are legally binding on all parties for the specific period covered by a letter of appointment/contract and will not be changed during that period. Should there be any alleged misapplication or misinterpretation or violation of the specific provisions of this section, the faculty member involved in such a situation may file a grievance under the Grievance Procedures. It should be noted that the Grievance Procedure applies only to grievances concerning Part II. Problems with Part II of the *Faculty Manual* should be referred to the University administration.

a. Definition of Faculty Status

The faculty of The University of Jamestown consists of all persons who are appointed to faculty rank by the President of the University. For those who hold
combined faculty and administrative appointments, this section applies only to the faculty part of the appointment.

b. Definitions and Qualifications for Appointment

i. Ranked Faculty

A ranked faculty member is a full-time employee of the University of Jamestown who has been appointed to one of the following academic ranks, who has received a degree(s) from an accredited institution(s), and who meets the following minimum qualifications.

1. Teaching Assistants

All faculty with less than a bachelor's degree.

2. Instructors

All bachelor’s degree faculty; all master's degree faculty who have had three years or fewer of successful full-time college teaching experience or are in their first full-time appointment to a college position.

3. Assistant Professors

Faculty holding a master's degree relevant to their fields of instruction at the time of application and who will have had three years or more of successful full-time college teaching, administrative, research or other related experience at an accredited institution of higher education by the beginning of the next academic year; faculty with an earned doctorate relevant to their fields of instruction at the time of application who are receiving their first full-time college appointment.

4. Associate Professors

Faculty holding a master's degree relevant to their fields of instruction at the time of application and, who will have had four years or more of successful full-time college experience at the Assistant Professor level at an accredited institution of higher education by the beginning of the next academic year, and who have completed 15 semester or 22.5 quarter hours or more of additional graduate study; faculty with an earned doctorate relative
to their fields of instruction at the time of application who will have held the rank of Assistant Professor for three or more years by the beginning of the next academic year.

5. Professors

Faculty with an earned doctorate relevant to their fields of instruction at the time of application and who will have served at the Associate Professor level for at least four full-time years at an accredited institution of higher education by the beginning of the next academic year.

ii. Per-Course Faculty

Part-time or temporary faculty hired on a per-course basis; this faculty member is unranked and is assigned one of the following temporary academic titles.

1. Lecturers

Lecturers are selected by the Vice President/Dean of Academic Affairs of the University in consultation with the Department Chairperson. Lecturers are hired to teach specific courses on a semester basis. The position usually does not lead to promotion to the regular academic ranks. Selection of lecturers should be consistent with the academic standards of The University of Jamestown. A person assigned this title should meet or exceed the minimal requirements set forth for Instructors. 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.

2. Senior Lecturers

This title may be assigned to a part-time teaching employee in recognition of distinguished teaching service to The University of Jamestown, its students, and faculty, over a period of at least ten years. Assignment of this title is made by the President upon the recommendation of the Vice President for Academic Affairs. A recommendation for the assignment of this title usually originates with the Vice President for Academic Affairs; the recommendation and written documentation in support of the recommendation is
given to the President for consideration. The decision of the President is final and shall be communicated in writing to the Vice President for Academic Affairs.

3. Affiliate/Clinical Professors

This is an honorary title which may be assigned to individuals who offer educational experiences to the students of the University on a regular part-time basis. Such individuals have no contractual arrangements with the University although they may receive an honorarium for their services. Assignment of this title is made by the President upon written recommendation of the Vice President for Academic Affairs. If the President does not concur with the recommendation, his/her decision, along with reasons, is given in writing to the Vice President for Academic Affairs; the decision of the President will be final.

4. Adjunct Professors

A member of the faculty of another institution who teaches or assists in teaching a course at The University of Jamestown may be designated as an Adjunct Professor. This person may be compensated for his/her services, but is not ranked.

iii. Adjunct Ranked Faculty

Faculty who may be part-time who may be on the staff of another institution.

iv. Special Appointment Faculty

1. Professor Emeritus

This rank may be assigned to Associate Professors or Professors who have limited or terminated their responsibilities as a faculty member for valid reasons (e.g., retirement, illness) after ten or more years of distinguished service to the University. A Professor Emeritus is so designated and appointed by the President upon the recommendation of the Vice President for Academic Affairs. No compensation accrues by virtue of this rank unless, by mutual agreement between the department, the Vice President for Academic Affairs, and the individual, and a part-time contract is
offered to teach or fulfill other duties. In such cases, supplementary benefits, if any, will be set forth in the contract.

2. College Fellows

A limited number of outstanding junior or senior students are selected each year by the faculty for the distinction of College Fellow. Recipients are to be of exemplary character, possess an overall cumulative grade point average of 3.3 or better as well as a cumulative grade point average of 3.5 or better in their declared major. A Fellow may tutor or teach under the direction of the Department Chairperson, and holds rank just below that of the Instructor.

3. Other (Undesignated)

Some faculty including, but not limited to extension faculty, soft-money faculty, and visiting faculty, may be classified in this category. They will have conditions of employment specified in their contracts.

v. Faculty Rights for Administrators

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

1. Procedure for Appointment

All appointments of the above named employees of the University of Jamestown to the ranked faculty must be made in conformity with the provisions of Part II Section b, as clarified or specified below;

The department in which the appointment is to be made must evaluate the credentials of the applicant and give written approval of the appointment;

The rank offered must be in accord with the requirements of that rank, except that in the case of the President or Vice President for Academic Affairs, experience as a full-time academic administrator may count as full-time ranked teaching experience;
The precise terms and conditions of every appointment will be clearly stated in writing by the Vice President for Academic Affairs (or the President if the Vice President for Academic Affairs is the one being appointed to faculty rank), a copy of which will be provided the department and the individual's immediate administrative supervisor;

Individuals receiving such appointments are not eligible for promotion to a higher rank.

Any person who leaves a position as an academic or non-academic administrator and wishes a faculty appointment may apply and will be considered as any other applicant for a faculty position.

2. Retreat Rights

Upon voluntary resignation, administrators with faculty rank will be eligible to return to faculty status in their respective areas, providing that there is a position open or the individual has longevity over that of the most recent addition to the faculty in that curricular area. Salary shall be refigured based upon the return to the faculty status and rank. These rights shall continue for a period not to exceed seven years after initial appointment to an administrative position.

vi. Special Academic Support Staff with Faculty Status

Certain academic support staff members (e.g., librarian and head of nursing) may hold academic rank even though they may not actually teach any classes. These persons must possess the academic qualifications necessary for appointment to a specific rank; their appointment is recommended by the Vice President for Academic Affairs and approved by the President.

c. Term Contract

All contracts with members of the faculty are term contracts for a stated period of time. There is no express or implied tenure for faculty, nor is there any guaranteed renewal of contracts beyond the specified term. Each contract, in addition to the incorporation of this Faculty Manual by reference, will specify the type of appointment, rank (if any), salary, primary duties of the individual, and the term of appointment.
i. Full-Time

Any contract which provides for the carrying of a full-time faculty load as described in Part II Section n.1 of this Faculty Manual is a full-time term contract. The individual holding such a contract is entitled to the rights, privileges, and responsibilities provided by this Faculty Manual for full-time members of the faculty.

1. Probationary

All initial full-time contracts shall be probationary and the probationary period continues for the first four academic years. The probationary period gives the individual time to demonstrate his or her ability to the university, gives the faculty and administration time to observe and evaluate the individual's performance in the faculty position, and gives both the university and the individual a period of mutual evaluation prior to the termination of the probationary period.

2. Non-Probationary

All full-time contracts offered by the university to an individual beyond the probationary period are non-probationary full-time term contracts.

ii. Part-Time

Any contract which provides for the carrying of a faculty load less than a full-time load as described in Part II Section n.1 of this Faculty Manual is a part-time term contract. Part-time contracts carry only those benefits specifically included as part of each particular contract and are subject to individual negotiations. (See the Staff Handbook and Faculty Manual for benefits)

d. Policies on Search and Appointment

i. Search Procedures

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

All appointments to the faculty of the University of Jamestown are made by the President, it being understood that the recommendations of the Vice President for Academic Affairs and faculty members, individually and/or by committee (such as a search committee) are important factors.

For any vacancy or new faculty position that occurs during the academic year, the Vice President for Academic Affairs shall transmit this information to the faculty. It is the responsibility of the Vice President for Academic Affairs to publicize the opening as widely as possible and to initiate administrative procedures for the recruitment process.

The Vice President for Academic Affairs may appoint an ad hoc faculty search committee and charge that committee with the 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 recommendation of the person to be appointed. They are further obligated to treat all application files and all relevant committee deliberations as confidential material. If committee personnel are not available for consultation, the final decision for recommendation rests with the Department Chairperson in consultation with the Vice President for Academic Affairs.

The primary focus of the search committee in screening candidates is on their academic and teaching competencies in the field in light of the department's needs. The Vice President for Academic Affairs is especially charged with reviewing a candidate's general orientation toward the mission of the University. In reviewing the vitae of candidates, the search committee or the Vice President for Academic Affairs may obtain consultation or opinions from within or without the university community.

The search committee shall submit to the Vice President for Academic Affairs a recommendation for the candidate judged most adequate for the position. If the Vice President for Academic Affairs is in concurrence with the recommendation of the search committee, the Vice President for Academic Affairs will suggest to the President that the individual be appointed to the faculty. Should the Vice President for Academic Affairs indicate a lack of congruence between the candidate's general educational orientation and the mission of the university, the Vice President for
Academic Affairs shall discuss the reasons with the committee and an attempt will be made to resolve the difference of opinion. If no resolution is achieved, the Vice President for Academic Affairs shall direct the committee to select another candidate.

1. Emergency Procedure

The President, upon declaring in writing to the faculty that an emergency hiring situation exists, may make an initial regular or special appointment in consultation with those faculty or administrators the President feels it necessary to consult.

ii. Appointment Procedures

The Vice President for Academic Affairs will determine the amount of prior teaching experience to be recognized as applicable towards the rank of initial appointment, and will communicate this information in writing to the candidate, the President, and the Board of Trustees.

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

iii. Orientation Procedures

It is the responsibility of the Departmental Chairperson and the Vice President for Academic Affairs to transmit information to the appointee about departmental and University standards and policies, using the Faculty Manual as a reference.

e. Documents and Records

Because appointment as a ranked faculty member may lead to a continuing relationship with the University, it is essential that there be adequate and detailed documentation to support every action involving each individual, especially those actions pertaining to appointment, promotion, termination, and dismissal.

i. 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 is available only to the Vice President for
Academic Affairs, his/her professional staff, the members of the search committee considering the person's application for employment, and the President. After appointment, all items in the file are transferred to the faculty member's personnel file.

ii. Personnel File

The individual personnel file will include, but not be limited to, the following:

a. Information relating to the faculty member's academic and professional accomplishments submitted by the faculty member or placed in the file at his/her request;

b. Copies of ratings and evaluations of the faculty member's professional performance and formal recommendations of the Personnel Council relating to promotion in rank;

c. Personnel information;

d. Personal employment information listed in Part II Section e.1.

e. Current official transcripts and a current resume.

iii. Other Files

The faculty member may, for the cost of duplication, obtain copies of materials in his/her personnel file. Any such copies will be made by a member of the staff of the Vice President for Academic Affairs.

This file is available only to the Vice President for Academic Affairs and his/her professional staff, the individual faculty member, the President, the Executive Committee of the Board of Trustees, and/or approved legal counsel.

The files will be kept in strictest confidence in the office of the Vice President for Academic Affairs and will be available for confidential use only to the individuals indicated above. However, for a valid reason, the faculty member may authorize in writing access to his/her file by a person not indicated above.

Further, upon notification to the faculty member, the University 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.
Any faculty member, upon examination of his/her file, may add a written rebuttal or explanation to any information in the file that a faculty member deems to be incorrect or incomplete. This also will be placed in the personnel file.

Individual faculty contracts are maintained in a separate file designated for that purpose. This file is available to the President, the Vice President for Academic Affairs, the Vice President for Business Affairs, their professional staffs, and the Executive Committee of the Board of Trustees.

Course syllabi are maintained electronically.

f. The Evaluation and Development Process

The faculty evaluation and development process begins in the fall of each year and includes the following steps:

i. Prior to September 1st, each faculty member shall obtain the proper forms from the Vice President for Academic Affairs in order to develop his/her annual evaluation/development plan based on the University of Jamestown Faculty Role Model criteria.

ii. By September 15th, each faculty member shall submit his/her annual evaluation/development plan to the department chair or, in the case of department chairs, to the Vice President for Academic Affairs.

iii. Following submission, each faculty member will meet with his/her department chair or, in the case of department chairs, with the academic dean in order to discuss and agree upon the content of the annual evaluation/development plan. (If the faculty member and department chair cannot come to agreement on the content of the plan, then they will discuss the issues in dispute with the Vice President for Academic Affairs. The decision of the Vice President for Academic Affairs with respect to the content of the plan will be final.)

iv. Each faculty member’s annual plan will be filed (electronically if so required) by September 30th so that it may be consulted later in the evaluation process.

v. After receiving approval of the annual plan, each faculty member shall be responsible to determine the necessary forms to monitor his/her progress throughout the year with respect to the above approved plan. It shall also be the responsibility of the faculty member throughout the year to acquire and complete all forms necessary for the evaluation process.

vi. Each faculty member shall complete all forms that are required by his/her annual evaluation/development plan and file them (electronically
if so required) by April 1st. The faculty member’s overall composite rating (OCR) for the year will be calculated from this data.

vii. By April 30th, the faculty member shall meet with his/her department chair or, in the case of department chairs, with the vice president for academic affairs to review the year, to discuss the OCR, and to talk about ideas for the next year’s evaluation/development plan.

viii. The OCR for each faculty member will also be sent to the Vice President for Academic Affairs. The OCR will serve as the primary basis for evaluation and will be reviewed with the faculty member at his/her regular meeting with the Vice President for Academic Affairs.

Evaluation and development are two sides of the same coin. Therefore, faculty members are strongly encouraged to use the data collected in the evaluation/development process to help them grow as teachers, scholars, and professionals. Faculty members should consult with the department chairs, their colleagues, the Vice President for Academic Affairs, and any other resources available to support their further professional growth in areas identified by the evaluation/development process.

Faculty teaching primarily in graduate programs at UJ will follow evaluation and development plans specific to their academic discipline, in consultation with the Vice President for Academic Affairs and their program director.

g. Promotion Policies and Procedures

The University of Jamestown seeks to sustain and improve its academic structure. Maintaining and improving the quality of the faculty is a primary means of achieving these ends. Promotion in academic rank is a means by which the University encourages, recognizes, and rewards faculty members for excellence in the performance of their duties.

i. General Criteria

To be considered for promotion, a faculty member must fulfill the minimum qualifications discussed in this section and in Part II Section b, "Definitions and Qualifications for Appointment."

ii. Procedures Relative to Promotion in Rank

Promotions will not be automatic. Applications and/or nominations can be initiated in one of the following three ways:
1. The Department Chairperson may invite those faculty worthy of promotion to complete an application for promotion.

2. An individual faculty member who meets the minimum criteria and requirements for faculty promotion may make a self-nomination for promotion.

3. The President or the Vice President for Academic Affairs may, with the consent of the individual so concerned, nominate any faculty member not otherwise recommended for promotion. The faculty member so nominated shall be requested to complete the application for promotion.

iii. Promotion Review Files

All applications for promotion will be submitted to the Vice President for Academic Affairs by November 15. The application is to be accompanied by the individual's promotion review file. The file shall contain a current curriculum vitae, a recommendation from the appropriate Department Chair, or from the Vice President for Academic Affairs for Department Chairs, evidence that the candidate has met the minimum qualifications for the rank being sought according to Part II Section b, "Definitions and Qualifications for Appointment," and official copies of the individual’s Overall Composite Rating (OCR) for all years since the last promotion or initial appointment. An official copy of the OCR includes both the final OCR number and the full FEDS contract for any given year. The individual may include other materials that support his/her promotion application. It is the responsibility of the faculty member to make sure that his or her review file is complete for this formal evaluation. No material may be placed in the file without the faculty member's knowledge, indicated by his or her signature or initial on each document. The Personnel Council also has the right to consult experts, either from within or outside of the University, for information which might aid them in their evaluation. Any faculty member may, with the consent of the colleague so nominated, submit a letter of recommendation for the promotion of any other faculty member.

The Personnel Council also has the right to consult experts, either from within or outside of the University, for information which might aid them in their evaluation. Any faculty member may, with the consent of the colleague so nominated, submit a letter of recommendation for the promotion of any other faculty member.

iv. Action on Promotion
The Personnel Council will consider the application and, based on evidence contained in the promotion review file prepared by the faculty member, forward its recommendation to the Vice President for Academic Affairs. The Vice President for Academic Affairs will consider the recommendation of the Council and forward his/her recommendation to the President. The President will consider the recommendations of the council and the Vice President for Academic Affairs and if the President recommends promotion, the matter will be referred to the Board of Trustees for final determination.

At no time will the material in the review file be available to anyone other than the Personnel Council the Vice President for Academic Affairs, the President, the Board of Trustees, and the candidate.

When an application for promotion is approved, the promotion in rank will take effect at the beginning of the next academic year.

h. Employment

All appointments to the faculty of the University of Jamestown shall be evidenced by a contract described in Part II Section c.

i. All faculty eligible at The University of Jamestown for an extended three year contract must have been employed full time for a probationary period of four years. Current guidelines for probationary faculty apply.

ii. In the final probationary year, or the third year of the non-probationary contract the faculty member will be evaluated again, and could receive (A) a three year non-probationary contract or (B) a one year probationary contract. In the case of (A) a faculty member will not be comprehensively evaluated for three years and will be guaranteed a contract for each of those years. In the case of (B) a faculty member will be given a list of those deficiencies in the evaluation which prevented the issuance of a three year contract and will have a part of the year to remedy these deficiencies. In the winter of that one additional probationary year the faculty member will be re-evaluated and issued (A) a three-year non-probationary contract or (B) a one year terminal contract.

iii. This system of three-year contracts with a four year probationary period will continue throughout a faculty member's career at the University of Jamestown.
iv. Salary consideration will not be tied to the length of the contract nor to the probationary or non-probationary status and will be determined separately each year.

v. Contracts will be issued March 1, and will be due April 1. Extensions, according to policies delineated in the Faculty Manual, will be only until April 15. Non-probationary faculty will receive notice of non-renewal on February 1, and probationary faculty on February 15. If no notice of non-renewal is issued by those dates, faculty will receive contracts in due course. Faculty on twelve-month contracts will adhere to a different contractual timeline. The timeline will be established in consultation with the Vice President for Academic Affairs and their Program Director.

Any faculty member not returning a signed contract by the deadline date, or within the additional time permitted by this section, voluntarily resigns appointment to the faculty. The university shall immediately declare the position vacant and cause the faculty search procedure in Part II Section d to commence. The faculty member who failed to return the contract may apply for the position, but shall be given no special consideration over other applicants. The faculty member may request of the President an extension of this time period in case of hardship, or in a situation where the individual would otherwise be denied substantial professional advancement or other opportunity, not to exceed an additional fifteen (15) days.

Appointment to the faculty pursuant to a part-time term contract expires with the expiration of the term. Part-time contracts may be offered by the university at any time and in any manner consistent with this Faculty Manual as benefits the educational mission and needs of the university. An individual appointed to the faculty pursuant to a part-time term contract is not entitled to any of the rights and procedures set forth below regarding non-reappointment to the faculty.

i. Compensation

Unless noted in the contract, full-time faculty contracts are for nine months duration, with payment monthly over twelve months. Part-time faculty are paid monthly during the semester in which they teach. Paychecks will be issued on the 25th day of the month, or the last working day prior to the 25th of the month. Paychecks are distributed through the campus mail service or by direct deposit.

At the end of each semester, checks will not be issued in the following month to faculty who have not turned in their final grades.
j. Separation from Employment

i. Retirement

Any member of the faculty intending to retire at the end of the contract term shall provide written notice to the Vice President for Academic Affairs of the retirement by March 15 of the current academic year.

ii. Resignation

Resignation is an action by which a faculty member severs his/her relationship with the university. Any resignation, to be effective, must be in writing, dated, signed by the faculty member, and delivered to the office of the President.

1. A faculty member may resign at the end of an academic year provided that notice is given in writing at the earliest possible opportunity, but not later than April 1. An extension of time may be granted for the reasons and additional time as set forth in Part II Section h.v.

2. A resignation effective during the term contract period shall require the faculty member to forfeit the remaining portion of salary then unpaid, and there will be no calculation of pro rata salary earned based on days of instruction or any other basis, or payment of any salary following the resignation, unless the university in its sole discretion chooses voluntarily to make salary payments to which the faculty member is otherwise un-entitled.

3. In addition, a resignation tendered pursuant to this subsection and received by the Vice President for Academic Affairs prior to March 15th of the contract term, shall result in the payment of damages to the university, the amount of damages being equal to one-sixth the annual gross salary as currently being paid to the faculty member in accordance with the terms of the contract then in force. Failure to make payment will entitle the university to seek legal means of enforcing payment. If such actions are necessitated by the faculty member's non-payment, the faculty member shall also be liable for the university's court costs, attorney's fees, and incidental costs incurred in obtaining judicial relief.
4. A resignation affecting a succeeding term contract period which is tendered after a faculty member has accepted reappointment to the faculty and the contract offered pursuant to Part II Section h and before the commencement of the succeeding term contract period shall result in the payment of damages to the university. The penalty for breaking the contract will be up to 5% of the current year's salary for release from April 15 to June 15; 8% from June 15 to August 1; and 10% after August 1. The university may withhold payment of salary remaining unpaid as of the date of receipt of the resignation by the President. If an insufficient amount of salary remains unpaid, the faculty member shall be liable to the university for payment of the balance. Failure to make payment will entitle the university to seek legal means of enforcing payment. If such actions are necessitated by the faculty member's non-payment, the faculty member shall also be liable for the university's court costs, attorney's fees, and incidental costs incurred in obtaining judicial relief.

5. The damages set forth in Part II Section j.ii.3 and j.ii.4 may be waived if the President, in his/her sole discretion, or the Board of Trustees, in theirs, determines that waiver of the damages should be permitted.

iii. Layoff

Layoff is a severance action by which the university terminates the services of a ranked faculty member before the expiration of his/her contract, without prejudice as to his or her performance.

Reasons for layoff are prolonged mental or physical illness, major changes in curricular requirements, academic programs, or departments, enrollment emergency, and/or financial exigency.

1. Prolonged Mental or Physical Illness

Layoff for medical reasons will be based upon clear and convincing medical evidence. The decision to lay off will be made by the President only after there has been appropriate consultation with the faculty member and the faculty member has been informed of the basis of the proposed action. If the faculty member so requests, the evidence will be reviewed by the Personnel Council and an opinion given to the President (which is
not binding on the President) before a final decision is made by the Board of Trustees on the recommendation of the President.

2. Changes in Curricular Requirements, Academic Programs, or Department in Whole or in Part

Decisions regarding necessary program reductions will be made by the President and/or the Board of Trustees upon the recommendation of the Vice President for Academic Affairs. These decisions will be based on advice from the concerned departments and related areas of academic concentration on the short and long-term effects of the proposed reductions.

The President and Vice President for Academic Affairs will determine particular faculty reductions. A non-probationary faculty member will ordinarily not be terminated in favor of a probationary faculty member except in those instances where the President determines that it would be in the best interest of the academic program to do so. In all instances, there will be due consideration of the essential demonstrated needs of each department and the goals of the University, and efforts will be made to sustain these goals even though seniority may suffer in the resulting reductions.

3. Enrollment Emergency

Enrollment emergency shall be defined as either a sudden or unplanned progressive decline in student enrollment that results in a decline in the institutional student-faculty ratio, the detrimental financial effects of which are too great or too rapid to be offset by the normal procedures outlined in the Faculty Manual.

The student-faculty ratio is defined to be the number of full-time equivalent (FTE) students in degree programs divided by the number of FTE faculty teaching these programs. The number of FTE students is calculated by the Registrar's Office. The University full-time faculty equivalent, calculated by the Vice President/Dean of Academic Affairs, and as used here, includes all ranked appointments at the level of instructor or higher, and includes all ranked faculty on a full- or part-time basis.

The preliminary procedures for an enrollment emergency shall follow the procedure for program reduction in whole or in part.
(Part II Section j.iii.2) since the effect of such emergency will be to modify or eliminate programs or areas.

The layoff procedures for financial exigency will follow the procedures for Layoff of Faculty.

4. Financial Exigency

The Board of Trustees must officially declare that financial exigency exists. Evidence of this financial exigency must be presented to the faculty by the President. 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 monetary expenditures with sufficient revenue to prevent a sustained loss of funds.

In considering how to deal with the financial situation, the retention of a viable academic program must be the primary goal, and it must be demonstrated to the faculty, through its representative on the board, that the faculty is not bearing an undue proportion of the necessary economies.

5. General Procedures Regarding Layoff

When financial exigency, enrollment emergency, or major changes in the curricular requirements, academic programs, or departments in whole or in part necessitate the layoff of ranked faculty members, a serious institutional effort will be made to assist such faculty members to find employment either at The University of Jamestown or elsewhere.

If a ranked faculty member is laid off for reasons of financial exigency, enrollment emergency, or major changes in the curricular requirements, academic programs, or department in whole or in part, no replacement for his or her position will be hired for a period of three years unless the terminated faculty member has been offered reappointment under conditions comparable to those held at the time of layoff, and has been given at least one month after written notice of the offer of reappointment within which to accept the reappointment. It shall be the duty of a laid off faculty member to keep the University informed of his or her current address for purposes of this Section,
and notice sent to the University shall be presumed received if sent by certified mail, postage prepaid.

6. Specific Procedures on Layoff

a. Faculty layoff shall follow these specific guidelines and procedures. In addition to academic quality and integrity, persons involved in this decision-making process will consider seniority, relative faculty size and composition of the University.

b. Layoff of specific faculty shall be determined by the Vice President for Academic Affairs in consultation with the Executive Committee of the Faculty Senate. The Vice President for Academic Affairs shall safeguard the academic quality of the University, ensuring that evaluation of the curriculum takes place. Reductions in faculty size are made in consultation with the Department Chair(s) involved. The Vice President for Academic Affairs and the Executive Committee of the Faculty Senate shall make the recommendations for the determination of elimination of program(s) or department(s) to the President.

c. In case of financial exigency where short notices and effective action are necessary, the following procedures may be followed:

The Executive Committee of the Faculty Senate and the Vice President for Academic Affairs may advise the President to hold all contracts until May 31, and serve notice to faculty on nonrenewal of contracts, pending a final decision on the seriousness of a financial exigency.

All faculty will complete the current academic term if such is in progress on the date of the decision by the Board of Trustees.

   i. Faculty who are laid off will receive accrued pay and one-sixth of the amount of their current annual salary as severance pay if they are not employed in some other campus job.

d. Order of Layoff
Once the department or academic program to be affected has been determined, the decision of layoff/termination of a particular faculty member shall be according to the following guidelines, keeping in mind the program integrity guidelines above. Prior to involuntary dismissals, the possibility of voluntary programs, including early or phased retirements should be considered.

iv. Dismissal

Dismissal is a severance action by which the university immediately terminates its professional relationship with the faculty member prior to the completion of the term contract period.

Dismissal must be directly and substantially related to the fitness of the faculty member to continue in his/her professional capacity, and is evidenced by one or more of the following:

1. professional incompetence;
2. continued neglect of academic duties in spite of written warnings;
3. serious personal or professional misconduct;
4. deliberate and serious violation of the rights and freedoms of fellow faculty members, administrators, or students;
5. conviction of a crime directly related to the faculty member's fitness to practice his/her profession;
6. falsification of credentials or experience;
7. incongruence between interests of the faculty member and the goals of the University.

In every instance dismissal procedures will include the following steps:

- Step 1: Written notice to the faculty member from the Vice President for Academic Affairs that a recommendation for dismissal for cause shall be made by the President. This notice shall contain a written statement of the grounds upon which the recommendation is to be made and a brief summary of information supporting such grounds.
- Step 2: A reasonable opportunity for the faculty member to meet with the Vice President for Academic Affairs to present his or her defense to the dismissal recommendation before the recommendation is made.
• Step 3: A reasonable opportunity for the faculty member to meet with the President to present his or her defense to the dismissal recommendation if it is accepted by the President.

In any case involving dismissal for cause, the burden of proof that just cause exists shall be on the university, which proof shall be by clear and convincing evidence in the record considered as a whole.

The decision of the President may be the basis of a grievance proceeding before a grievance committee, which shall review the case and make a recommendation to the President in accordance with procedures established in this manual.

v. Non-Reappointment

The term "non-reappointment" means that the University has decided not to renew a full-time appointment at the conclusion of the contract term. A major responsibility of the University is to recruit and retain the best qualified faculty within its means; therefore, wide latitude, consistent with academic freedom and fairness, is accorded to the Vice President for Academic Affairs, the President, and the Board of Trustees in meeting this responsibility.

The judgment of the Vice President for Academic Affairs regarding the correspondence between the faculty member's expertise and performance and the University's educational needs must be made after consultation with the immediate supervisor. Recommendations of non-reappointment may originate with the Vice President for Academic Affairs alone, from the immediate supervisor, from the Vice President for Academic Affairs in consultation with any member of the faculty, or from the President. Upon receipt of a recommendation, the Vice President for Academic Affairs will visit personally and confidentially with faculty members recommended for non-reappointment and discuss the reasons for the recommendation. The decision not to reappoint faculty members rests in the discretion of the President after consultation with the Vice President for Academic Affairs.

Legitimate reasons for non-reappointment of faculty may include, but are not necessarily limited to:

1. cancellation or redirection of a program;
2. declining enrollment or enrollment emergency;
3. financial exigency;
4. overstaffing;
5. lack of excellence in teaching;
6. inadequate service to the University;
7. incongruence between the interests of the faculty member and the goals of the University;
8. professional incompetence;
9. continued neglect of academic duties in spite of written warnings;
10. serious personal or professional misconduct and/or immoral conduct;
11. deliberate and serious violation of the rights and freedoms of fellow faculty members, administrators, or students;
12. conviction of a crime directly related to the faculty member's fitness to practice his/her profession;
13. falsification of credentials or experience;
14. insubordination.

**Probationary Faculty**

All initial probationary appointments to the faculty at the University are made with the understanding that both the University and the appointee will engage in a period of mutual evaluation. A probationary faculty member may decide not to accept a renewal of the appointment. In such an event, notice must be given as required in Part II Section j.2.

Notice of non-reappointment must be given in accordance with Part II Sections h and j. It is not necessary for the university to provide reasons in the notice of non-reappointment.

**Non-Probationary Faculty**

Non-reappointment of a non-probationary faculty member is a severance action by which the University ends its professional relationship with the individual.

Notice of non-reappointment must be given in accordance with Part II Sections h and j. It is necessary for the university to provide reasons as discussed above, if requested.

**vi. Non-Probationary Faculty Members Rights Upon Layoff, Dismissal, Non-Reappointment, or Demotion**

When the Vice President for Academic Affairs, President and/or the Board of Trustees has reached the decision not to renew an appointment of a full-
time, non-probationary faculty member, to dismiss a full-time, non-probationary faculty member, or to demote a full-time, non-probationary faculty member, the faculty member involved will be notified of that decision in writing by the administration and, if requested, will be advised in writing of the reasons which contributed to that decision if the reasons are not already provided pursuant to other provisions of this Faculty Manual.

For purposes of this section, "demotion" shall be considered to include any reduction in salary or loss of normal increment, reduction in rank or authority, or an inordinate increase in duties beyond the full-time faculty work load as defined in Part II Section n.ii in the absence of commensurate compensation.

Should a faculty member make written request within ten (10) days of the written notification, the faculty member shall be entitled to a hearing on any layoff, non-reappointment, dismissal, or demotion before the Faculty Hearing Committee as defined in Part III Section a.ii.2.d.iv.1. Failure to make a written request for a hearing within ten (10) working days of receipt of written notice of termination, non-reappointment, dismissal, or demotion shall be deemed a waiver of all rights hereunder. In such case, the termination, non-reappointment, dismissal or demotion shall be final and binding and not subject to review.

Both the faculty member and the administration shall be given adequate notice of the hearing and the opportunity to be heard. Both have the right to be present at all times, unless one or both choose to be absent from any hearing session. The hearing shall be open or closed at the faculty member's discretion. This decision must be communicated to the Faculty Hearing Committee and the administration in writing not less than three working days prior to the hearing. A closed hearing is to include only the grievant, his/her faculty counsel (if desired), the President, the Vice President for Academic Affairs, and the Faculty Hearing Committee; witnesses, if any, may be called in to testify but each must leave immediately following completion of his/her testimony. An open hearing is to include any full-time faculty members who care to attend; otherwise, the procedure is the same as that for a closed hearing. The Faculty Hearing Committee may excuse both the grievant and the administration from its deliberations to reach a decision, then invite both back into the meeting to hear the decision orally before it is communicated to both in writing.
The hearing shall be held and completed within ten (10) working days of the written request for a hearing, and the inquiry of the Faculty Hearing Committee shall be limited in scope to the question presented. Within ten (10) working days after the hearing the committee shall provide the faculty member and the President with a written decision, setting forth its findings and recommendations signed by each member, with dissents noted.

The President, within ten (10) working days after the committee has presented its recommendations, may make his/her own written decision, even though it may be at variance with the committee’s recommendation. If the recommendations of the Hearing Committee are rejected and those recommendations are favorable to the faculty member, the reasons shall be stated for doing so and provide both the faculty member and the committee an opportunity to respond before transmitting the case to the Board of Trustees. In any event, the recommendations of the Hearing committee and the President's written decision, along with any response thereto, shall be transmitted to the Board. The Board is not bound by the recommendations of the Hearing Committee or the President's written decision, and may make its own determination with conditions as the Board deems appropriate. The decision of the Board of Trustees shall be final and binding, except that prior to any decision by the Board on the matter, the Board, upon request by the faculty member or the President, or by the board's own motion, may, in its sole discretion, decide to refer its decision to an impartial arbitrator selected by the faculty member and the President in accordance with the rules of the American Arbitration Association. In such event, the decision of the arbitrator shall be final and binding.

vii. Action Short of Dismissal

Depending on the circumstances, the President may elect to impose a lesser disciplinary action short of dismissal, such as suspension for a period of time without pay. In unusual circumstances, the President may take disciplinary action without previous citation or warning.

Suspension may also be the temporary separation of a faculty member from the University where it is determined by the President that there is a strong likelihood that the faculty member's continued presence at the University poses an immediate threat of harm to the University or to individual members of the University community. Such suspension shall be with pay and shall last only so long as the threat of harm continues, or until dismissal for cause occurs.
The Faculty Hearing Committee shall serve as an advisor to the President on such matters and shall be called upon to review cases where the faculty member questions the decision. The President's decision after such a review shall be final.

viii. Progressive Discipline of Faculty Members

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

In view of the past merits of the faculty member, final action by the President may take a milder form of temporary suspension rather than outright dismissal. Such suspension may not last beyond one full year, but may entail the total or partial discontinuance of all salaries and benefits, the suspension of all promotion and salary increments, and the temporary suspension or withdrawal of all faculty privileges.

Actions in Part II Sections j.iii, j.iv, j.v, j.vi, and j.vii are grievable through the procedures in Part II Section l; however, the burden of proof lies with the faculty member.

k. Faculty Rights and Responsibilities

i. Academic Regalia

On certain festive occasions, the faculty are required to present themselves in full academic regalia. Each member of the faculty is responsible for obtaining an appropriate gown, symbolic academic hood, and mortarboard. Such academic attire is to be worn during Baccalaureate and Commencement exercises. As circumstances indicate, special campus functions (in addition to those already mentioned) may require academic dress. Faculty will be notified of such occasions by the Vice President for Academic Affairs.

ii. Institutional Policies and Regulations
The responsibility to adhere to university regulations is self-evident. An organization can operate effectively and consistently only if it has policies and rules to guide it and its members. The material in this Faculty Manual summarizes those regulations pertaining directly to the faculty and is intended as an attempt to enhance freedom, stimulate enthusiasm, and promote loyalty to the University’s objectives. Any new or amended policies will be approved by the appropriate body(ies) of the University and will be disseminated in writing and/or electronically to the university community. Each faculty member has a responsibility to know these regulations and to make every reasonable effort to adhere to them.

iii. Academic Freedom

The University of Jamestown affirms and is guided by the ideal that all members of the faculty are entitled to academic freedom. Specifically, the following excerpts from the 1940 "Statement on Principles of Academic Freedom and Tenure" by the American Association of University Professors define what is meant by academic freedom at The University of Jamestown.

1. "Institutions of higher education are conducted for the common good and not to further the interest 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."

2. "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 the freedom in learning. It carries duties correlative with rights."

3. "The teacher is entitled to full freedom in research and in publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution."

4. "The teacher is entitled to freedom in the classroom in discussing his subject, but should be careful not to introduce into his teaching controversial matter which has no relation to his subject." ("The intent of this statement is not to discourage what is controversial. Controversy is at the heart of the free academic inquiry which the
5. "The university or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he 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 he is not an institutional spokesman."

iv. Professional Ethics

Although no set of rules or professional code can either guarantee or take the place of a scholar's personal integrity, The University of Jamestown 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.

1. "I. The Professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him. His primary responsibility to his subject is to seek and to state the truth as he sees it. To this end he devotes his energies to developing and improving his scholarly competence. He accepts discipline and judgment in using, extending, and transmitting knowledge. He practices intellectual honesty. Although he may follow subsidiary interests, these interests must never seriously hamper or compromise his freedom of inquiry."

2. "II. As a teacher, the professor encourages the free pursuit of learning from his students. He holds before them the best scholarly standards of his discipline. He demonstrates respect for
the student as an individual, and adheres to his proper role as intellectual guide and counselor. He makes every reasonable effort to foster honest academic conduct and to assure that his evaluation of students reflects their true merit. He respects the confidential nature of the relationship between professor and student. He avoids any exploitation of students for his private advantage and acknowledges significant assistance from them. He protects their academic freedom.

3. "III. As a colleague, the professor has obligations that derive from common membership in the community of scholars. He respects and defends the free inquiry of his associates. In the exchange of criticism and ideas he shows due respect for the opinions of others. He acknowledges his academic debts and strives to be objective in his professional judgement of colleagues. He accepts his share of faculty responsibilities for the governance of his institution.

4. "IV. As a member of his institution, the professor seeks above all to be an effective teacher and scholar. Although he observes the stated regulations of the institution, provided they do not contravene academic freedom, he maintains his right to criticize and seek revision. He determines the amount and character of the work he does outside his institution with due regard to his paramount responsibilities within it. When considering the interruption or termination of his service, he recognizes the effect of his decision upon the program of the institution and gives due notice of his intentions.

5. "V. As a member of his community, the professor has the rights and obligations of any citizen. He measures the urgency of those obligations in the light of his responsibilities to his subject, and to his students, to his profession, and to his institution. When he speaks or acts as a private person he avoids creating the impression that he speaks or acts for his university or university. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom."

1. Grievances

   i. Intent
The University recognizes and endorses the importance of academic due process and of adjusting grievances properly without fear of prejudice or reprisal. Accordingly, the University agrees that it will use its best efforts to encourage the informal and prompt settlement of grievances, as defined below, and the orderly processes hereinafter set forth are designed to protect academic due process and academic freedom. It is the intent of the University that these processes be the sole method for the resolution of all grievances.

When a complaint substantially similar to a grievance under this procedure has been filed with an outside agency, the Hearing Committee shall not hear the matter, unless there is evidence that such a hearing would facilitate resolution of the complaint. However, any such complaint which has been filed and resolved by an outside agency cannot then be presented as a grievance.

ii. Definition

A grievance is defined as an allegation by a faculty member, a group of faculty members, or the University that there has been a claimed breach, misinterpretation, or misapplication of University policy or procedure as set forth in the Faculty Manual; or a claimed infringement of the rights of a faculty member, as set forth in the Faculty Manual, which relate to compensation, appointment or reappointment, promotion, dismissal, suspension, reassignment, or layoff.

iii. Hearing Committee

1. Dismissal

Prior to the dismissal of any faculty member, the President or his/her designee, will give the faculty member involved a written statement of his/her 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 taken without prior discussions with and written warnings to the faculty member.

Also prior to the dismissal of any faculty member, the data supporting the reasons for such action will be presented in writing to the Hearing Committee by the President or his/her designee. The Hearing Committee will then obtain a written or oral statement from the faculty member (depending on which form of
presentation is preferred by the faculty member) with regard to the charges, and any other data which the Hearing Committee deems pertinent. The Hearing Committee as a whole will consider the evidence and render an opinion as to whether there are reasons for dismissal. This opinion will be given in writing to the faculty member and the President, without the opinion being binding upon the President.

Upon the university giving written notification to the faculty member of dismissal, or of reassignment or suspension, the faculty member may file a written grievance with the Hearing Committee. If a difference of opinion persists between the faculty member and the University, following the Hearing Committee's attempt to settle the grievance by informal methods, the faculty member has the right to have a formal grievance hearing. The faculty member may, however, waive a formal grievance hearing.

Pending the Opinion or recommendation of the Hearing Committee, the faculty member may be suspended or assigned to other duties in lieu of suspension, if immediate harm to himself/herself or others is threatened by his/her continuance. If reassignment is deemed necessary by the University while an ultimate determination of a faculty member's status is being made, the President or his/her designee will present the reasons for such action to the Hearing Committee: If suspension is deemed necessary by the University while an ultimate determination of a faculty member's status is being made, the President or his/her designee will consult with the Chairperson of the Hearing Committee prior to the action. Unless legal considerations forbid, any such suspension will be with pay.

2. Layoff for Prolonged Mental or Physical Illness

Prior to the layoff of any faculty member for medical reasons, the President or his/her designee will give the faculty member involved or his/her representative a written statement of his/her intent to take this action with reasons, framed with reasonable particularity. Upon receipt of this written notification of intent, the faculty member or his/her representative will have ten (10) working days to respond before the proposed action is taken.

Also prior to the layoff of a faculty member for medical reasons and if the faculty member so requests, the written evidence for the
proposed action and the response of the faculty member will be considered by the Hearing Committee. The request for such a review will be presented to the Hearing Committee by the faculty member within ten (10) working days of his/her receipt of the written notification of intent, and the Review Committee will render an opinion as to whether the intended layoff is appropriate and necessary. This opinion will be given in writing to the faculty member and the President, without the opinion being binding upon the President.

3. Grievances

Day-to-day grievances or disagreements are normally best settled at the departmental level, or through the intervention of the Vice President for Academic Affairs. However, the Hearing Committee will consider such grievances if submitted in writing with supporting evidence, by any University of Jamestown faculty member(s). Written grievances must be received by the chairperson of the Hearing Committee within ten (10) working days after notice of the occurrence of the event(s) upon which the grievance is based or within ten (10) working days after the grievant knew or through the exercise of reasonable diligence should have known of the occurrence of the event(s) upon which the grievance is based. Grievances which are based on an event(s) which occurs within ten (10) working days before a Christmas or summer vacation, or during such vacation periods, must be filed within ten (10) working days after the first day of class of the next semester. The time period for the receipt of written grievances may be extended by agreement between the Hearing Committee and the parties to the grievance if a written notice of intent to file a grievance is received by the chairperson of the Hearing Committee within the ten (10) day working period specified above. Such an extension usually does not exceed an additional ten (10) working days.

4. Procedures for Handling Grievances

**Step I:** Upon receipt of a grievance, the Hearing Committee will send, within five (5) working days, a copy of the grievance to all named respondents. The Hearing Committee will attempt to settle the grievance by informal methods. In the course of doing this, the Hearing Committee will collect all pertinent documents and will conduct informal discussions with and/or between the concerned
parties, at all times preserving the confidentiality of its proceedings.

If a faculty member alleges that a decision regarding non-reappointment, denial of promotion, or placement of the faculty member within the general salary schedule was based on inadequate consideration, the Hearing Committee will determine whether the decision was the result of adequate consideration in terms of the relevant standards set forth herein or in the Faculty Manual. The Hearing Committee will not substitute its judgment on the merits for that of the deciding person or persons. If the Hearing Committee believes that adequate consideration was not given to the faculty member's qualifications, it may request reconsideration by the deciding person or persons, indicating the respects in which it believes the consideration may have been inadequate.

When a grievance is resolved by these informal methods, the resolution shall be put in writing by the Hearing Committee and given to the grievant and the President. Such resolutions shall not constitute a binding precedent in the disposition of similar grievances. No offer of settlement of a grievance by either party nor a suggested resolution by the Hearing Committee shall be admissible as evidence in formal grievance proceedings or elsewhere.

**Step II (A):** If the grievant is the University or a group of faculty members, and the grievance cannot be resolved by informal methods, the Hearing Committee will present a recommended resolution of the grievance in writing to the President within ten (10) working days after receipt of the grievance. This resolution can either be accepted by both parties or rejected by either party. Rejection or acceptance by each party will be communicated in writing within five (5) working days after receipt of the recommended resolution, to the Hearing Committee. The written rejection should include reasons and, if desired, suggested alternative solutions. The Hearing Committee shall advise each party to the grievance, within five (5) working days after receipt of the acceptance or rejection by the other party, and when alternative resolutions are suggested, of any change in their recommended resolution. Any change in the recommended resolution by the Hearing Committee can either be accepted by both parties or rejected by either party, as set forth above. Following advisement
by the Hearing Committee of the acceptance or rejection by the other party, either the university or the grievant can proceed to Step III, as set forth herein.

**Step II (B):** If the grievant is an individual faculty member and the grievance cannot be resolved by informal methods, the Hearing Committee will determine if a formal grievance hearing shall be conducted. Such a hearing will be conducted when the unresolved grievance has been adjudged to involve:

- a. Dismissal for alleged reasons of a non-probationary faculty member or probationary faculty member within the terms of the individual contract;
- b. Suspension or reassignment for alleged reasons of a non-probationary faculty member or a probationary faculty member within the term of the individual contract;
- c. Layoff for alleged financial exigency, prolonged mental or physical illness, or change in the educational program, of a non-probationary faculty member or a probationary faculty member within the term of the individual contract;
- d. Non-reappointment of non-probationary faculty member;
- e. Denial of a promotion recommended by the Personnel Council.

With regard to c. above, the validity of a change(s) in the educational program cannot be the grounds for a grievance if such change(s) was (were) approved by the Faculty Senate. The grievant can allege, however, that the decision to lay off was based on considerations in violation of the faculty member's academic freedom; or the decision to lay off was based on considerations in violation of the governing policies bearing upon nondiscrimination with respect to race, sex, national origin, marital status, handicap, or other factors which cannot lawfully form the basis for an employment decision; or appropriate university and committee procedures, as set forth herein or in the *Faculty Manual*, were violated.

With regard to the preceding, it must be alleged that University or committee policies or procedures, as set forth herein, were violated; or the decision in the above matters was based on
considerations in violation of the faculty member's academic freedom; or the decision in the above matters was based on considerations in violation of governing policies bearing upon nondiscrimination with respect to race, sex, national origin, marital status, handicap, or other factors which cannot lawfully form the basis for an employment decision.

Written notice will be given the President and all parties to the grievance that a formal grievance hearing is to take place. The Hearing Committee will set a date, time, and place that is agreeable to all parties for the grievance hearing. The arrangements should be completed within ten (10) working days after receipt of the grievance by the Hearing Committee. The grievance hearing will begin no more than ten (10) working days after completion of the arrangements, thus allowing all parties adequate time to prepare evidence and obtain documentary and other information.

5. Due Process in Proceedings

The hearing will be conducted in private and the parties will make no public statements about the case during the course of the hearing.

During the proceedings, the grievant will be permitted to have an advisor and counsel of his/her own choice from within the university community.

All parties to the grievance will have the right to obtain witnesses and present evidence. If either the University or the ad hoc hearing committee feels that an independent medical and/or psychological opinion would be helpful in its deliberations, it may require the faculty member to undergo a medical and/or psychological examination by an appropriate professional of the requesting party's choice and at the requesting party's expense. If the grievant fails to comply with such a requirement by the University or the Hearing Committee, the Hearing Committee will dismiss the grievance. The University will cooperate with the Hearing Committee in securing witnesses and making available documentary and other evidence requested by the grievant to the extent not limited by contract or law. All parties will have the right to cross-examine witnesses. Where a witness has made a statement and cannot or will not appear, but the Hearing
Committee determines that the interests of justice require admission of his/her statement, the committee will identify the witness, disclose his/her statement, and if possible, provide for interrogatories. The Hearing Committee will grant appropriate continuances to enable either party to investigate evidence, or for any other appropriate reason.

In all cases except dismissal or suspension, the burden of the proof shall be on the grievant.

In any case of dismissal or suspension, the burden of proof that reasons exist for the action shall be on the University, which proof shall be by clear and convincing evidence.

The Hearing Committee will not be bound by strict rules of legal evidence. A concerted effort will be made to obtain the most reliable evidence. The decision will take the form of findings of fact, conclusions, and recommended disposition of the grievance. The findings of fact, conclusions, and the recommended disposition must be based solely on the hearings record, pertinent university procedures as set forth herein, and the law of the land.

The hearing proceedings shall be recorded by the University and made available to the Committee, and a transcript shall be provided at the expense of the party(ies) requesting it.

The Hearing committee will present its adversary decision in writing within five (5) working days of the hearing to both parties and the President. This decision, insofar as it consists of a recommended disposition of the grievance, may be either accepted by both parties or rejected by either party. Rejection or acceptance by each party will be communicated in writing to all persons involved within five (5) working days after receipt of the decision.

**Step III:** The grievant(s) may within ten (10) working days of receipt of the opinion of the Hearing Committee, file a written appeal to the President, who shall review the record and respond within ten (10) working days as to the final disposition of the grievance.

**Step IV:** If the President is a direct party to the grievance, the grievant(s) may file an appeal beyond Step II within ten (10) working days of the receipt of the President's decision. Such an
appeal is filed with the Chair of the Board of Trustees. The Executive Committee of the Board of Trustees will then review the record of the case at its next meeting, and will render a final decision on the grievance within ten (10) working days of that meeting. In case of any discussion over Presidential involvement, the Executive Committee shall be the sole judge of such involvement.


The filing or pendency of any grievance under the provisions of this Section shall not prevent the University from taking the action complained of, subject 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 of time 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 of time as may be mutually agreed upon 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 mutual agreement.

m. Required Policies Relating to Teaching Procedures

Faculty are required to follow the policies and regulations as set forth in the current University catalog.

i. Classroom Procedures

Student admission to class is by class list. Class lists for students who have officially registered will be sent directly to the instructor by the Registrar. Students reporting for class whose names do not appear on the class list should be directed to the Registrar's Office. The instructor should immediately notify the Registrar's Office of any student who fails to appear in class.
There are no restrictions or efforts to standardize the instructional methods used in the classroom. A beginning instructor who needs help in this matter will do well to ask the assistance of the Department Chairperson.

In some courses, educational methods include extra classroom experiences--field trips. For each field trip the instructor should take the following measures:

Notify the Vice President for Academic Affairs in advance.
If transportation is to be hired, make arrangements through the Business Office.

Keep all expenditures within the approved departmental budget.

ii. Course Syllabi

Each faculty member is required to write a syllabus for each course taught. The syllabus should contain the overall plan for the course, schedule of probable examinations, the evaluation criteria and procedure to be used. A copy of each syllabus should be filed with the Office of the Vice President for Academic Affairs during the first week of classes of each semester.

iii. Examinations

Final examinations are given at the end of each semester on an all-university schedule in periods of 110 minutes in length. Examinations must be given at the times scheduled unless other arrangements are made in advance with the Vice President for Academic Affairs, in order to avoid conflicts in scheduling.

All students who, for very special reasons (i.e., death in the family, hospitalization, or participation in national athletic events, etc.), are unable to take their final exams at the appointed time are to make a request to the Vice President for Academic Affairs for special consideration. If the student request is granted, the Vice President for Academic Affairs will inform in writing the professors giving final exams to the student. These professors may opt for any one of three courses of action:

1. They may have the student take an incomplete and finish the final at a later time.
2. They may have the student take the exam in advance.
3. They may base the grade in the course on work done up to the time of the final exam.

The option chosen is the professor's, not the student's.

Final examinations will normally be given in the regular classroom; variations will be announced by the professor after he/she has arranged through the Registrar's Office to use another room. All faculty are required to give final exams or conduct other course activities during the scheduled exam period. Any exception must be approved in advance by the Vice President for Academic Affairs.

There is ordinarily no prescribed plan as to the weight of the final examination in determining the student's final grade. This will vary from discipline to discipline and instructor to instructor.

There is no all-university examination schedule at mid-semester. Class assignments and the students' other responsibilities continue normally at mid-semester time.

iv. Grading

Credits, grades, and grade points are defined in the catalog.

There are no all-university standards for the distribution of grades. The instructor chooses the "curve," if any. The administration will not intervene or interfere in matters of grades outside of the grade appeal process.

The Vice President for Academic Affairs and Department Chairperson will, however, be available to discuss grading procedures or a particular grading problem with an instructor.

Instructors are required to submit grades at mid-point of Semester I and II and final grades upon completion of Semester I and Semester II. The Registrar's Office is the recording office and distribution center for grades.

Plus (+) and minus (-) signs may be used if the instructor chooses, to further clarify the letter grades of A, B, C, D, P, and F. This will indicate to the student whether a grade is in the high or low range and provide maximum guidance in gauging efforts for the second half of the semester. The grades of "S" and "U" are not to be used as a semester grade. They
may be used only at mid-term for studies and research projects which are continued from one period to another.

*Incompletes:* The grade of "I" for incomplete is given only at the end of the semester in which the student, through no fault of his/her own, is unable to complete the course with the class. Instructors are required to provide the Registrar with supplementary information on the form provided, regarding the grade which the student would receive if the remaining course work is not completed. If an incomplete course is not completed within four weeks of the next resident semester after the grade was given, or if an incomplete course is not completed within one semester by a student not in residence, the grade will be that which the professor submitted based on the assumption that the student received failing grades or zero points for all uncompleted work. Exceptions to this rule will only be made when there exist reasons clearly beyond the control of the student and the student has, with the professor's approval, petitioned the office of the Vice President for Academic Affairs for an extension of time, or a replacement of the incomplete with a "W."

*Grade Reporting:* Grades for coursework should be made regularly available to students using the University’s Learning Management System (LMS).

Mid-term and semester grades are to be reported to the Registrar's Office.

For personal records, the instructor should also make certain that the grade book is accurate and complete. The grade book is not to be turned in; the instructor is advised to keep it as a permanent record.

A semester grade will ordinarily not be changed once it has been reported to the Registrar's Office (with the exception of "I," which is automatically subject to change as defined above). However, an error may be changed at the instructor's initiative. If an instructor discovers within a month that an error has been made, the grade may be changed after the instructor has submitted a memorandum of clarification. This provision for correcting errors applies to final grades only; corrections in mid-term grades should be communicated directly from the instructor to the student and the Registrar's Office.

v. Attendance Tracking
All faculty will be required to take attendance electronically using the University Learning Management System (LMS) for each class period throughout each semester.

n. Working Conditions

i. Academic Work Year

The academic work year begins with the first day of the annual faculty workshop and ends on the day final grades are due or the day of graduation, whichever comes later. Faculty members are expected to be on campus to perform their faculty duties and responsibilities throughout this time period, except for the University’s scheduled vacation periods.

ii. Teaching Load

A full-time faculty work load is defined as 24 semester credits or the equivalent per contract year. Normally this includes 12 during Semester I and 12 during Semester II. A faculty member may, at his/her discretion and with permission of the Vice President for Academic Affairs, carry up to three additional hours without additional compensation. Labs and clinicals will ordinarily be counted on the basis of two contact hours per credit hour, unless some unusually onerous lab would mandate some adjustment. Work load adjustments for duties other than teaching (coaching, directing, etc.) will be set by the Vice President for Academic Affairs and President, after consultation with the Department Chairperson in the affected area.

No faculty member shall be permitted to carry more than three different directed or independent studies at one time without permission of the Vice President for Academic Affairs.

The University of Jamestown recognizes that in higher education both teaching and scholarship/creative activity are essential to a vigorous institution and a sound curriculum. Although the University of Jamestown is primarily a teaching institution, both the role of teaching and the role of scholarship and creative activity have been included in the Faculty Role Model in Part III Section III.A.

If, in a given semester, a faculty member’s load is below what is normally required, the Vice President for Academic Affairs will either make provision for additional teaching responsibilities within the same semester or in another semester of the same academic year, or propose an
alternative use of the faculty member’s time. If the latter is the case, provision will be made that the duties proposed are consistent with departmental or university needs and the expertise of the particular faculty member, as far as possible.

The President, in individual contracts, may designate faculty who carry less than a full-time faculty work load as full-time faculty, and entitle them to the rights, privileges, benefits, and responsibilities provide by this Faculty Manual for full-time members of the faculty.

iii. Non-Teaching Duties

The normal non-teaching duties and activities of the faculty include the following (presented in alphabetical order):

1. **Advising.** An important part of a faculty member’s responsibility is to advise students. All full-time faculty, after their first year of teaching, will be assigned specific students as advisees. As a part of this advising process, faculty are expected to write letters of recommendation for students, both past and present.

2. **Committee Work/Meetings.** Full-time faculty are required to serve on at least one committee. All faculty must attend all regularly scheduled faculty meetings, unless excused by the Vice President for Academic Affairs prior to the faculty meeting. In addition, all faculty will participate in university and department meetings.

3. **Library Holdings.** Faculty should periodically examine library holdings in one’s field and recommend materials for purchase.

4. **Off Campus Activity.** Faculty may be asked to represent the university at conferences, events, and meetings by the President and/or the Vice President for Academic Affairs.

5. **Office Hours.** All full-time faculty are expected to maintain ten scheduled office hours per week, no more than three per day, distributed in such a way that the faculty member is readily available to students.

6. **Recruitment.** All faculty are expected to provide assistance to the admissions office such as letter writing, fact sheet updates, and personal interviews on campus.

7. **Scholarship and Creative Activity.** All faculty are expected to engage in scholarship and creative activity as directed by the Faculty Evaluation Development System (FEDS).

8. **Service to Campus Groups.** Faculty are encouraged to serve as advisors to various campus clubs and organizations as needed.
9. Syllabus Preparation. All faculty are required to prepare a sufficiently detailed syllabus for each class that they are teaching. This syllabus should provide students with adequate direction and should follow the requirements set forth in the Instructional Design portion of the Faculty Evaluation Development System (FEDS).

10. University Function Attendance. All faculty are required to attend official university functions such as Opening Convocation, Baccalaureate, and Commencement unless excused by the Vice President for Academic Affairs.

III. Part III: The Faculty and Issues Pertaining to Faculty Governance

a. The Faculty

The governance structure of the faculty includes the Faculty Body (Part III Section i) and the Faculty Senate (Part III Section ii) elected by the Faculty Body. The Faculty Senate is composed of an Executive Committee (Part III Section ii.1) and twelve at-large senators. The Faculty Senate is divided into three Co-Councils (Part III Section ii.2) with different areas of responsibility: Curricular Council, Co-Curricular Council, and Personnel Council.

All full-time faculty members must serve on at least one committee; service as a senator or executive officer counts as committee service. Full-time faculty are also required to attend all regularly scheduled meetings of the Faculty Body and of the committees or councils on which they serve. All full-time faculty members are entitled to a full vote on their departmental and faculty-wide matters.

i. Faculty Body

The Faculty Body consists of all full-time faculty members. It meets no fewer than three times during the academic year (likely August, February, and April). The Registrar and members of the President of the University’s administrative cabinet will have standing invitations to attend meetings, having voice but no vote. The Faculty Body’s responsibilities include electing Officers of the Executive Committee, at-large Senators, and members of specified committees; ratifying or rejecting changes to the Faculty Manual and curricular changes approved by the Faculty Senate; approving the list of graduates and the Academic Calendar; and voting on appeals of Faculty Senate decisions.

ii. Faculty Senate
The Faculty Senate is comprised of the five-member Executive Committee and twelve faculty elected at large. Regular senate meetings shall occur once per month during the academic year (August to May). The President of the University, Vice President for Academic Affairs, Dean of Students will have a standing invitation to attend meetings, having voice but no vote. Executive officers and senators are elected in the spring (April) meeting of the full Faculty Body, with elections staggered so that four at-large senators and two or three Executive Officers are elected each year (Part III Section b.i).

1. Executive Committee of the Faculty Senate

The Executive Committee is composed of the administrative officers of the Faculty Body: President of the Faculty Senate, Vice-President of the Faculty Senate, Secretary of the Faculty Senate, and the two Faculty Representatives to the Board of Trustees. Executive Officers must be non-probationary full-time faculty. There shall be no more than one Executive Committee member per academic department.

The Executive Committee appoints faculty members to standing committees and councils. It may make decisions on behalf of the Faculty Senate in emergency situations when requested to do so by the President of the University or the Vice President of Academic Affairs.

The Executive Committee shall oversee the committee structure of the faculty. Further, it shall determine which Council oversees ad hoc committees. The Executive Committee shall recommend to the Faculty Body the creation or dissolution of all Faculty committees.

Committee assignments shall be published at least one week prior to the fall faculty workshop. One member of each committee shall be designated convener by the Executive Committee, except for committees that otherwise specify the chairperson. Committee assignments shall generally be for two-year terms with approximately one-half of its members being appointed annually to maintain continuity. Vacancies shall be filled for the remaining term of service. New faculty members shall be appointed to committees within two weeks after the beginning of the fall term.

a. President of the Faculty Senate
The President of the Faculty Senate chairs meetings of the Faculty Body, the Faculty Senate, the Executive Committee, and the Curricular Council. He/she is elected to a two-year term, limited to two consecutive terms.

The President convenes special meetings upon written request, and must call a special meeting properly requested as specified in Part III Section b.vii. He/she appoints newly elected senators to Councils according to interest whenever possible.

The President shall set and distribute the agenda for each meeting that he or she convenes no later than 48 hours prior to meeting.

Compensation for the duties is a minimum of either release of one three-credit course or the equivalent of three credits of overload pay per academic year.

b. Vice President of the Faculty Senate

The Vice-President of the Faculty Senate chairs the Personnel Council and assists the President of the Faculty Senate in fulfilling executive duties. He/she is elected to a two-year term, limited to two consecutive terms.

He/she shall assume the duties of the President or the Secretary at Faculty Body or Senate meetings in the event of the inability of either of these officers to attend the meeting.

The Vice-President shall set and distribute the agenda for each meeting that he or she convenes no later than 48 hours prior to meeting. Compensation for the duties is a minimum of either release of one three-credit course or the equivalent of three credits of overload pay per two-year term.

c. Secretary of the Faculty Senate

The Secretary of the Faculty Senate chairs the Co-Curricular Council and records and distributes minutes of all Faculty Body and Faculty Senate meetings within 48
hours of the conclusion of the meeting. He/she is elected to a two-year term, limited to two consecutive terms.

The Secretary archives the minutes of all Faculty Body, Faculty Senate, Council, Committee, and Task Force meetings.

The Secretary will distribute a schedule of all Senate and Faculty meeting dates annually prior to the Fall Faculty Workshop. The Secretary shall keep a record of current faculty senators and term expirations.

The Secretary shall set and distribute the agenda for each meeting that he or she convenes no later than 48 hours prior to meeting.

Compensation for the duties is a minimum of either release of one three-credit course or the equivalent of three credits of overload pay per two-year term.

d. Faculty Representatives to the Board of Trustees

Every other year, the faculty shall elect a Faculty Representative to the Board of Trustees Elect. The elected faculty member shall serve in this capacity for two years, followed by two years as the Faculty Representative to the Board of Trustees.

Both representatives jointly serve as liaisons to the Board of Trustees. The Faculty Representative shall attend all Trustee meetings both on and off campus. The Faculty Representative Elect shall attend meetings of the Student Affairs Committee when the Trustees meet on campus, and other Trustee meetings if the Faculty Representative is unavailable. The Faculty Representative and Representative-Elect may attend other Trustee Committee meetings by invitation. Both representatives are members of the Executive Committee of the Faculty Senate, and are representatives-at-large to the Faculty Senate. A representative shall serve no more than two consecutive terms.
To aid the transition between representatives, the Faculty Representative-Elect will accompany the Faculty Representative to the first (fall, year 1) and last (spring, year Trustee meeting of the 2-year term.

The Faculty Representative to the Board of Trustees shall prepare a Faculty Report to the Board of Trustees prior to each Trustee meeting (three per year). The Faculty Representative may solicit activity summaries from the chairs of the three Faculty Senate Councils, and from other committee chairs, for use in preparing the faculty reports. The final report must be approved by a two-thirds majority vote of the Faculty Senate, and then presented to the Vice President of Academic Affairs and President in ample time for review and necessary revisions prior to submission of the report to the President’s Assistant for publication in the Board book. The Faculty Representative presents the Faculty Report at the Board of Trustees meetings.

Following each Trustee meeting, the Faculty Representative shall prepare a report to the faculty to summarize discussion at the Trustee meeting. The Faculty Representative may request a copy of the minutes recorded by the President’s Assistant for use in preparing this report.

2. The Council and Committee Structure of the Faculty Senate

Each Council is comprised of four senators and one member of the Executive Committee. There will be no more than one member from any department on a Council. Each Council will elect an alternate chair and a secretary from its membership. Each Council will meet monthly or more often as directed by the Chair. Council meetings are open to the faculty body unless an executive session is called. Generally, Councils meet at different times.

a. Curricular Council

The Curricular Council serves as an advising board to the Faculty Senate and to the Vice President for Academic Affairs on all curricular matters. The Director of Assessment and Registrar will have standing invitations to attend meetings, having voice but no vote.
Academic proposals are submitted to the Curricular Council for review and discussion, prior to being forwarded with a recommendation to the Faculty Senate. This process is described in detail in Part III Section b.vi.

This Council considers and approves student proposals for individually-designed majors. The Curricular Council hears academic petitions referred by the Vice President for Academic Affairs.

See Part III Section a.ii.2.d.i for a list and descriptions of the standing committees reporting to the Curricular Council.

b. Co-Curricular Council

The Co-Curricular Council’s focus is on co-curricular and student life issues. It is responsible for communication between the Faculty Body and the wider campus community. The Dean of Students, Athletic Director, Activities Director, Residence Life Director, Security Director, Chaplain, and Student Senate President or his/her designee will have standing invitations to attend meetings, having voice but no vote.

See Part III Section a.ii.2.d.ii for a list and descriptions of the standing committees reporting to the Co-Curricular Council.

c. Personnel Council

The Personnel Council is responsible for personnel issues pertaining to the faculty, including promotions Faculty Evaluation and Development System (FEDS) issues, and Faculty Manual revisions. It also serves as a liaison between faculty and the administration concerning personnel issues.

The Administrative Cabinet and Human Resources Director have a standing invitation to attend meetings, having voice but no vote.
d. Committees

All committees shall meet at least monthly, with the exception of committees that by definition meet as needed. The committee chairs shall publish meeting agendas at least 48 hours prior to meetings. The committee recorders shall submit minutes to the Secretary of the Faculty within 48 hours of the meeting.

i. Standing Committees Reporting to the Curricular Council

1. Assessment Committee

In collaboration with the Vice President for Academic Affairs and the Dean of Students, this committee is responsible for the development and oversight of an assessment plan for the University.

2. Institutional Review Board (IRB)

With representation from various disciplines and from outside the academic community, the IRB reviews research projects which involve human participants to ensure that two broad standards are upheld: first, that human participants are not placed at undue risk; second, that human participants give un-coerced, informed consent to their participation. All research involving human participants must be reviewed and approved by the IRB prior to participant recruitment and data collection. This committee meets as needed to review submitted proposals. Federal guidelines require at least five members with varying backgrounds. The IRB will be in compliance with all federal guidelines regarding make up, procedures, etc. For more information:
3. Teacher Education Council

This council implements policies and procedures for students entering teacher education. The council admits applicants into teacher education and recommends teacher education candidates to the Education Standards and Practices Board of North Dakota for certification. The council is also responsible for other duties as defined in the council’s purpose statement. The council shall be composed of full-time faculty in teacher education, and a representative from each content area in Teacher Education, including: biology, chemistry, English, foreign language, history, mathematics, music, physical education and elementary education.

ii. Standing Committees Reporting to the Co-Curricular Council

1. Religious Life Committee

This committee assesses the spiritual needs of the university community and initiates, encourages, and coordinates activities which may prove beneficial to the religious life of the campus.

2. Convocations Committee

This committee plans special events (public speakers, plays, musical performances, etc.) for the enrichment and edification of the university community.

3. Board of Student Media
This committee is the governing body of the student media. This body decides on policy governing the media, sets budgets, and hires and fires executive staff. This committee is comprised of five students (three elected at large and two appointed by the student senate president) and four faculty and staff (Vice President for Academic Affairs, Dean of Students, Presidential Appointee, and a faculty member elected at large).

iii. Standing Committees Reporting to the Personnel Council

1. Faculty Development Committee

This committee promotes the professional and academic development of the faculty through workshops, luncheons and other events. This committee considers proposals for disbursement of student research funds and organizes the spring research symposium.

2. Siebold Faculty Development Fund Committee (Standing-Regular)

A six-member committee shall be formed comprised of non-probationary, full-time faculty members. One member shall be elected from each of these academic areas: Health Sciences, Natural Sciences and Mathematics, Fine Arts, Business and Technology, Humanities, and Education and Social Science. Electing its own chair, this committee is charged with the following responsibilities regarding the management and distribution of the funds generated annually by a standard endowment rate draw of five percent (plus unexpended funds from the previous year, if any):
- To receive, from the Business Office at the beginning of each fiscal year, notification of the available funds for that fiscal year;
- To develop application procedures and forms;
- To establish application and funding-decision deadlines;
- To review applications;
- To award funding as appropriate and available;
- To maintain an accurate record that shall include at least the following information: faculty members receiving funds; amounts requested; amounts approved; amounts dispersed; and purposes for which the funds were used;
- To oversee faculty accountability;
- To communicate the procedures and activities listed above to the faculty-at-large (and to the Business Office as appropriate) in a timely manner.

iv. Committees not Reporting to a Council

1. Faculty Hearing Committee

This committee conducts grievance hearings. At the August meeting, the faculty shall elect five non-probationary members and five alternates. The five committee members shall select a chairperson. If a committee member is incapacitated or in conflict of interest, one of the alternates shall be chosen by lot to serve on the committee. No member of the Personnel Council or Faculty Development Committee may serve on this committee. If a grievance occurs during the summer, that grievance will be heard by the previous academic year’s hearing committee. The Faculty
Hearing Committee conducts closed meetings unless otherwise indicated.

2. Student Conduct Board

This committee hears cases regarding student misbehavior, and assigns appropriate disciplinary measures. This committee meets as needed and conducts closed meetings, unless otherwise indicated.

b. Procedures

i. Elections

Elections are held during the fall faculty meeting to fill several positions: Faculty Hearing Committee (10 non-probationary members—five serving as alternates), Seibold committee (6 members), and a Faculty Representative to the Board of Student Media.

Executive Officers and senators are elected in the spring. Elections are staggered so that four at-large senators and two or three Executive Officers are elected each year.

Election of Executive Committee Officers occurs at the final spring meeting of the Faculty Body prior to the election of the at-large senators.

ii. Election of At-Large Senators

At-large senators are elected for staggered three year terms, and are limited to two consecutive terms. There shall be no more than one at-large senator per academic department for academic departments with three or fewer full-time faculty members, and no more than two at-large senators per academic department for academic departments with four or more full-time faculty members. The Library is an academic department for this purpose.

Nomination: Prior to the spring meeting, a list of faculty members willing to serve as Senators shall be solicited by the Executive Committee.

Each faculty member shall vote for one name for every vacancy, which will be four vacancies in a typical year.
The faculty members with the most votes will be elected as at-large senators, taking into consideration the departmental representation restrictions described above.

In the event that all positions are not filled, academic departments with fewer than four faculty members may have two Senators from the same academic department.

In the event that all positions are still not filled, any faculty member may serve disregarding any departmental limits.

In the event of a tie, a run-off election shall be held. If a tie still exists, the election will be decided by lot.

If the election of an executive officer creates a vacant at-large Senate position, this vacancy shall be filled by electing an additional at-large Senator. The next highest recipient of votes will fill the remainder of this unexpired term.

When a faculty member is elected to a position for less than a full term (i.e. unexpired term or initial one year term), this partial term will not count toward the two-term limit for the position.

If no candidates can be found to run for an open position, the Faculty Body, by a two-third majority, may suspend term limitations for this position.

iii. Resignation from Office

Letters of resignation from a Faculty Senate office are to be addressed to the Executive Committee and must be received in writing two weeks prior to formal date of resignation.

iv. Disciplinary Measures

In the event of improper performance of duties by officers, senators, or committee members, the following process will be followed. 1) An informal verbal warning will be given to the person by the Executive Committee. 2) A written warning will be given to the person by the Executive Committee if insufficient improvement in performance results after the verbal warning. 3) A written censure will be given to the person by the Executive Committee if insufficient improvement in performance results after the written warning. 4) Removal from office will occur if
insufficient improvement in performance results after the censure. The Executive Committee will notify the person to be removed from office with a removal letter, which includes the reasons for removal. A copy of this removal letter shall also be given to the Vice President of Academic Affairs.

v. Mid-term Vacancies

The Executive Committee will, at its discretion, either call a special election or make appointments to fill mid-term vacancies. Such discretion will depend upon the position to be filled and the length of term remaining.

vi. Proposals

Proposals originating at the Department or Committee level are sent to the appropriate Council. The proposal shall be attached to the agenda of that Council when it is distributed to the faculty. Interested faculty members are encouraged to attend the Council meeting to speak to the proposal. Comments or questions may also be communicated through one of the Faculty Representatives. The Council will then pass the proposal to the Faculty Senate with a recommendation to approve, reject or amend the proposal. The Faculty Senate will further discuss the proposal before coming to a decision.

1. Initiation of Curricular Proposals

Any curricular proposal that would result in a change of academic program must be received by the Curricular Council no later than midnight, December 31, in order to be considered for the next academic year. Curricular changes should ideally be submitted to the Curricular Council with prior approval of the Chair(s) of the academic departments affected by the proposed change. Academic proposals shall first be submitted to the Curricular Council for review. The Curricular Council has the responsibility to determine that the proposal is complete. After discussion, the Curricular Council shall forward the proposal to the Faculty Senate with their recommendation. Only after approval by the Faculty Senate and ratification by the Faculty Body, can the proposed curricular changes go into effect.

2. Reconsiderations of Senate Decisions on Curricular Proposals
Faculty members have a ten working day window after the dissemination of the pertinent Council meeting minutes to petition the Senate to revisit an issue. A petition must be in writing and be received no later than 5 p.m. of the tenth working day following the decision of the Faculty Senate. If all members of the Executive Committee of the Faculty Senate receive a petition signed by at least 35% of all eligible voting members of the Faculty Body, the Faculty Senate will reopen and reconsider the issue, allowing petitioners to state their objections. Upon further deliberation, the Faculty Senate will make its final decision.

3. Appeals to the Faculty Body of Curricular Proposals

An appeal to the Faculty Body may only be made after reconsideration by the Faculty Senate as specified in Part III Section a.ii. After a reconsideration of a Faculty Senate decision, faculty members have a ten working day window after the dissemination of the final Faculty Senate decision to petition for appeal of the decision to the Faculty Body. The petition must be in writing and be received by all members of the Faculty Senate Executive Committee no later than 5 p.m. on the tenth working day following the Faculty Senate decision. The petition must be signed by a minimum of 50% of all eligible voting members of the Faculty Body. Within seven days of the receipt of a valid petition, the President of the Faculty Senate shall schedule a special meeting of the Faculty Body to hear the appeal. The meeting will be scheduled at the earliest possible date. The business conducted at the special meeting shall be limited to discussion of the appeal.

Following discussion of the appeal, at least 60% of all eligible voting faculty members must vote in favor of overturning the Senate’s decision for the decision to be rescinded or amended.

4. Ratification of Curricular Proposals by the Faculty Body

After all windows for reconsideration or appeal have passed, the Faculty Body shall vote to ratify or rescind the decision of the Faculty Senate. This process may take place at the next regularly scheduled faculty meeting or it may be done by electronic ballot at the discretion of the Executive Committee of the Faculty Senate. The decisions should be ratified or rescinded without extensive delays, so electronic ballot may be most often used. The Executive Committee of the Faculty Senate shall determine the process for
Each faculty member eligible to vote may abstain or vote in favor or against the decision of the Faculty Senate. No discussion precedes the vote. If at least 60% of all faculty members eligible to vote cast votes rejecting the decision then the Faculty Body has rescinded the decision. In all other cases, the Faculty Body will have ratified the decision of the Faculty Senate.

vii. Meetings

Regularly scheduled monthly meetings of the Senate and the Councils are held on Tuesdays at 11:00 a.m.

1st Tuesday of the month: Curricular Council
2nd Tuesday of the month: Personnel Council
3rd Tuesday of the month: Co-curricular Council
4th Tuesday of the month: Faculty Senate

Meetings are open to all faculty members. All faculty members are encouraged to attend Faculty Senate or Council meetings and are free to speak to an issue being discussed. Councils and Senate may invite others as needed. (Exceptions: An executive session may be called by a majority of the convening body. Closed hearings are by their nature exempted from the open meeting rule. )

Robert’s Rules of Orders will be followed at all meetings. A quorum of at least 2/3 of eligible voting members is required for any decision to be made. A simple majority of those present is required for approval unless otherwise specified.

A special meeting of the Faculty Senate may be called by the President of the University, the Vice President and Dean of Academic Affairs, or by 50% of the members of the Faculty Senate.

A special meeting of the Faculty Body may be called by the President of the University the Vice President and Dean of Academic Affairs, or by 50% of the members of the Faculty Body.

All bodies convened (Faculty Body, Faculty Senate, Councils and Committees) will provide the Secretary of the Faculty Senate with their meeting schedule for the academic year. A time during the pre-semester workshop shall be set aside for initial meetings of committees. Any changes for second semester shall be communicated to the Secretary by 5
p.m. on the last Friday of January. Committees that only meet on an as-needed basis are exempt from this requirement (e.g., Student Conduct, Faculty Hearing, Harassment, and IRB). Faculty who sit on campus-wide committees shall transmit those schedules to the Secretary as soon as possible.

viii. Communications

Every convening body (except those which by description, are required to have closed meetings) shall post agendas no later than 48 hours before a meeting and shall submit minutes to the Faculty Secretary within 48 hours thereafter.

One of the faculty members on any campus-wide committee shall be responsible for communicating activities of those committees to the appropriate council. Faculty on committees of that nature shall identify the individual who is responsible for the timely submission of the information.

c. Evaluation Criteria for Faculty Performance and Development

The evaluation and development process at the University of Jamestown is a means by which members of the faculty can obtain constructive and balanced information which will enable them better to fulfill their academic responsibilities.

The Vice President for Academic Affairs reviews FEDS paperwork for all faculty annually. She or he will conduct at least one evaluation interview with probationary faculty members every year, and non-probationary faculty members every third year.

Faculty teaching primarily in graduate programs at UJ will follow evaluation and development plans specific to their academic discipline, in consultation with the Vice President of Academic Affairs and their program director.

i. Faculty Role Model

The Faculty Role Model describes the essential roles that faculty members are expected to fulfill at the University of Jamestown as well as the value that the university community attaches to each role. The roles are the following:

Teaching Role (40% - 70%)
Scholarship and Creative Activity Role (10% - 30%)
Service Role (15% - 40%)

The percentage range beside each role represents the weight that the particular role is given in the overall evaluation of a faculty member’s performance. Individual faculty members in consultation with their department chairs may choose any percentage within the stated range as long as the total of the percentages in all three roles equals 100%.

Each individual role (teaching, scholarship and creative activity, and service) is further broken down into components. Each component is assigned a percentage that represents the weight that a particular component is given in the total evaluation of the role. These components and component weights are presented in more detail in the following description of each role.

1. The Role of Teaching

Definition: Teaching is intentionally interacting with students to create an environment in which they have the opportunity to gain knowledge and understanding, improve skills, reflect on attitudes and values, discover new approaches, and grow as human beings.

The paramount responsibility of each faculty member is teaching. All faculty members are expected to demonstrate excellence in teaching and advising. The University of Jamestown’s commitment to excellence in teaching is reflected in the weighting of the teaching role so that 40% - 70% of a faculty member’s evaluation is based on teaching. The role of teaching is further broken down into the components of instructional delivery, instructional design, content expertise, and course management. Each of these components has been assigned a percentage weight for the purposes of relative emphasis in the overall evaluation of the teaching role. Those component weights appear in the table below; the sum of the weights is 100%. The table also notes the sources that will be consulted in the evaluation of each component and the weight given to each source.
### Teaching (40% - 70%)

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<tr>
<th>Sources</th>
<th>Students</th>
<th>Peer</th>
<th>Chair</th>
<th>Self</th>
<th>Component Weight</th>
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<tbody>
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<td>Role Components</td>
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<tr>
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<td>60%</td>
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<td>10%</td>
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</tbody>
</table>

2. The Role of Scholarship and Creative Activity

Definition: Scholarship and Creative Activity is creative intellectual work that is communicated to and validated by the wider professional community.

Effective teaching necessitates active involvement in the intellectual and scholarly developments in a discipline. The University of Jamestown’s commitment to scholarship and creative activity is reflected in the weighting of this role so that at least 10% of the evaluation of each faculty member will be based on scholarship and creative activity. Because what is considered appropriate scholarly/creative activity may vary from discipline to discipline, the list of activities referred to in the table below is not intended to be exhaustive. Activities that may be counted in this area of evaluation will be decided in consultation among the faculty member, the chair of the department, and the Vice President for Academic Affairs.
3. The Role of Service

Definition: Service to the university is using one's talents and education to help the university meet its wider purposes and mission. It may include service directly to the university community (advising, administration, committees, student groups, etc.) or service to the wider community that flows from one's teaching responsibilities.

An institution such as The University of Jamestown must necessarily depend upon its faculty for services rendered outside the classroom. Faculty members are therefore reasonably expected to participate in the operational concerns of the institution. Furthermore, service to one’s profession and to the wider community is of value to the development of both the institution and the individual. The University of Jamestown’s commitment to service is indicated by the weighting of the service role so that 15% - 40% of a faculty member’s evaluation is based on service. The role of service is further broken down into the components of student advising, committee work, administration, and other service. Each of these components has been assigned a percentage weight for the purposes of relative emphasis in the overall evaluation of the service role. Those component weights appear in the table below; the sum of the weights is 100%. The table also notes the sources that will be consulted in the evaluation of each component and the relative weight given to each source.
d. Faculty Development

Faculty are responsible for keeping abreast with both the scholarship and the pedagogy of their field(s) and related areas. The faculty's continuous growth and development help sustain their vitality which should be apparent in the content and quality of their teaching and scholarship. Moreover, faculty who are aware of new developments in their area are better able to assist their colleagues in curriculum development and improvement.

The principal obligation to recommend and guide faculty development plans and programs belongs to the Vice President for Academic Affairs in consultation with the Chairs of the departments.

Faculty development programs include: teaching improvement activities, research, formal or informal study, publication, consulting, travel, leaves of absence, sabbaticals, participation in conferences and institutes, and such other activities as may be reasonably expected to assist faculty growth and development. Faculty development programs obviously affect reviews for promotion and evaluations of faculty performance.

i. Fees for Graduate Work, Workshops, Institutes, and Special Events

If the University requires attendance by a faculty member at some event in connection with subject matter to be taught, the University shall pay all reasonable fees and expenses related to this attendance upon completion of the work and the receipt of an itemized list of expenses with substantiating receipts. This provision shall not apply to work being undertaken for an advanced degree by the faculty member.

ii. Professional Dues
The University shall pay, for faculty, membership dues of professional organizations relating to the respective teaching disciplines, except that such dues may not exceed the amount budgeted for each faculty member without prior approval of the Vice President for Academic Affairs.

iii. Professional Development Allocations

Each faculty member shall receive an annual allocation, which may be accumulated for three years, for the purpose of attending professional meetings or for other professional development purposes. Each faculty member shall receive a statement of his or her account during the Fall Semester.

IV. Part IV: The Staff Handbook

The Staff Handbook is incorporated into the Faculty Manual and applies to all University of Jamestown employees, including faculty. It constitutes Part IV of the Faculty Manual.