



## Faculty Handbook—2023

The material in this handbook is of three kinds: a) General information; b) Summaries of procedures; c) Formal statements of policy and structure. This handbook was approved by the Board of Trustees. It is the official guide for the faculty members, officers, and administrators. Each individual is expected to know the material pertinent to his or her position and to be guided by the relevant directives.

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## 1.1 History and General Description

Calumet College of St. Joseph, sponsored by the U.S. Province of the Missionaries of the Precious Blood (C.P.P.S), opened in 1951--a time of economic growth, general optimism and surges in college enrollment from the G. I. Bill—as the Calumet Center Extension of St. Joseph's College, Rensselaer, Indiana. The extension had a twofold purpose: 1) to serve the Calumet Region by offering courses to students seeking academic degrees or adult education, and 2) to be a feeder for enrollment at the main campus. The only Catholic Church-affiliated college in Lake County, Indiana, the center conducted weekday evening and Saturday morning classes at Bishop Noll Institute in Hammond and a few classes at St. John the Baptist Catholic parish parochial center in Whiting. In 1960, the college, now housed in a remodeled furniture store at 4721 Indianapolis Blvd., East Chicago, opened its doors as St. Joseph's College Calumet Center, the first four-year degree granting institution in Lake County. From 1960 through 1975, it grew into a multi-storefront campus, reaching its peak enrollment, almost 1,700, with a full-time equivalent of 1,157, in 1971.

The school was renamed St. Joseph's College Calumet Campus in 1963, St. Joseph's Calumet College in 1971, and Calumet College in 1973, the year it officially separated from St. Joseph's College. On December 31, 1973, the American Oil Company (AMOCO, now BP) gave the college its research and development facilities along with 256 acres of land in the Robertsdale section of Hammond, including the 148-acre George Lake. In January 1976, the college moved into its new facilities, having undergone a \$2.5 million renovation. Improvement projects have continued since, including the 1998 remodeling and opening of second floor space for a student lounge, student activities, and food service.

In 1987, the school was renamed Calumet College of St. Joseph (CCSJ) to better reflect its Catholic identity and origins. That same year it introduced Organization Management, the first accelerated bachelor's degree program in Lake County intended for adults who completed approximately two years of college, shortening the time required for degree completion.

In 2000, building upon its strong intramural sports tradition, CCSJ began its first intercollegiate athletic program as a member of the National Association of Intercollegiate Athletics (NAIA). The athletic program has significantly increased traditional full-time enrollment and coverage in local media. In Fall 2022, the college was the first in Lake County to offer football as a collegiate sport, and a founding member of the Midwest Sprint Football League. As of 2022, CCSJ competes in 17 sports, 8 for men, 7 for women, 2 co-ed, and has approximately 300 student athletes.

In 2006, the college initiated a \$7 million capital campaign, "Changing Lives, Growing the Vision," to raise funds for the construction of a student/community activity center, renovation of the back entrance area of the 2400 New York Avenue building, and an increase in the endowment. The successful campaign led to the construction of the Rittenmeyer Athletic Center, dedicated in 2009, the first new building in the college's history. Renovation of the 2400 building, completed in the fall of 2012, added new science labs, art studio facilities, and the Katsahnias Student Commons, a gathering place for students and an attractive space for special parties and fund-raising events.

In response to a need for university housing, in 2020, the college contracted to lease two floors in the newly constructed Illiana apartment building located at Indianapolis Boulevard and 119th Street in Whiting. The apartments, approximately 50 beds, were fully leased by students in the first year. In 2022, CCSJ added on-campus housing when it opened the first residential building on campus. The living, learning, and serving house accommodates 63 students and is the first of a 2-building complex being planned.

CCSJ has long offered practical and diverse curricula encompassing four-year bachelor's degrees, two-year associate degrees, and short-term certificates. To meet the changing needs of traditional and adult students, the college today offers day, evening and Saturday classes, Credit for Life Experience, online and hybrid courses in certain programs, and accelerated degree programs on campus and at off-campus sites in Northwest Indiana and Chicago.

The first Master's Degree program, Public Safety Administration, began in 2002. (The College is currently considering replacing this program with a Master's in Public Administration.) Teaching, Psychology, and Management have been added since. These graduate programs further CCSJ's commitment to excellence in Catholic higher education and learning as a lifelong endeavor.

Its student population today includes one of the largest percentages of minority students (more than **60%**) of any independent college in Indiana, and a growing number of international students (about 30). *U.S. News & World Report* has named CCSJ one of the most diverse four-year institutions of higher learning in the Midwest every year since 2000.

CCSJ's commitment to social justice extends far beyond the classroom. Faculty, staff, students and alumni regularly engage in service learning projects to benefit the local community, as well as humanitarian ventures in other parts of the U. S. and abroad, including periodic working trips (since 2003) to a C.P.P.S-sponsored mission in Guatemala.

CCSJ is accredited to offer master's, bachelor's, and associate degrees, as well as certificates and diplomas by the [Higher Learning Commission](#) of the North Central Association (30 N. LaSalle St., Suite 2400, Chicago, IL 60602-2504, telephone number (800) 621-7440). The college has been approved by the Indiana Department of Education (IDOE) Office of Education Licensing and Development (OELD) for the preparation and licensing of elementary and secondary teachers. The Education Department is also fully accredited by the Council for the Accreditation of Educator Preparation (CAEP), formerly known as NCATE. The department holds membership in several state, regional, and national education and professional associations.

## **1.2 C.P.P.S. Mission Statement**

We, the Cincinnati Province of the Missionaries of the Precious Blood, are an apostolic community founded in 1815 by St. Gaspar Del Bufalo. We are united by a bond of charity and rooted in the Spirituality of the Blood of Jesus.

We are called to participate in the on-going renewal of the Church and the realization of the Presence of God among ourselves and the people we serve. In our willingness to be flexible and responsive to changing needs, we fulfill our mission through:

- Supporting and nurturing one another;
- Embracing a life of prayer;
- Calling forth the gifts of the laity and working in collaboration with them;
- Preaching and witnessing to the Word of God;
- Promoting conversion and reconciliation; and
- Pursuing justice ever mindful of the poor and marginalized.

### **1.3 CCSJ Mission Statement (approved by the Board of Trustees in 2023)**

Calumet College of St. Joseph is a Catholic institution of higher learning informed by the values of its founding religious community, the Missionaries of the Precious Blood (C.P.P.S.). The mission of the College is to cultivate the academic, spiritual and ethical development of our students by affirming the inherent dignity of all people, social justice, and an ethic of service and providing opportunity and empowerment.

### **1.4 Board of Trustees**

The Board of Trustees is responsible for the overall governance of Calumet College of St. Joseph. This includes:

- The determination of the institution's mission and the ongoing assessment of the College's performance *vis-à-vis* its mission;
- The development, approval, and oversight of the institution's strategic plan and all other decisions of strategic importance;
- The selection of the President and the ongoing assessment of the President's performance;
- The approval of budgets and all key financial decisions pertaining to the institution;
- The full representation of key stakeholders' views, including the perspectives of the Missionaries of the Precision Blood, alumni, and the community at large; and
- The ongoing monitoring of the College's academic programs and the various administrative and support structures that contribute to the achievement of the College's mission.

#### 1.4.1 Articles of Incorporation

See *Appendix A*, Restated Articles of Incorporation, November 10, 1973.

#### 1.4.2 By-laws

See *Appendix A*, By-laws of Calumet College of St. Joseph, July 13, 1995.

## **1.5 Administrative Structure**

### 1.5.1 President

The President shall be the chief executive officer of the Corporation and shall be responsible for the general direction of its affairs. The President works with the Board of Trustees to advance and achieve the mission of CCSJ.

### 1.5.2 Vice President for Academic Affairs

The Vice President for Academic Affairs (VPAA) is charged with carrying out the educational policies and programs of the college and the supervision of those faculty members and administrators appropriate to this charge. The VPAA is appointed by and reports to the President. See Appendix B for detailed position description.

#### 1.5.2.1 Department Chairs

Department Chairs are appointed by the VPAA after consultation with faculty in each department. Chairs will supervise academic departments that deliver various academic programs. Department Chairs are appointed to two-year terms and report to the VPAA. They are assisted by Program Directors. See Appendix B for detailed position description.

##### 1.5.2.1.1 Program Directors

Program Directors exercise leadership in curriculum and instruction within degree areas. Responsibilities include curriculum planning and development, assessment of student learning outcomes and program effectiveness, and program management. Program Directors are faculty members appointed by the VPAA after consultation with the appropriate Department Chair to whom they report. See Appendix B for detailed position description.

##### 1.5.2.1.2 Director of General Education

The Director of General Education is responsible for the development and oversight of the General Education Program. The Director is responsible for the coordination of General Education assessment. The Director of General Education is appointed by and reports to the VPAA.

##### 1.5.2.1.3 Director of the Library

The Director of the Library is responsible for the development of the library and supervision of library personnel. The Director of the Library is appointed by and reports to the VPAA.

### 1.5.2.3 Assistant Vice President of Registration and Advising and Director of Compliance

This individual is responsible for overseeing and maintaining the academic records for all students; supervising academic advising; and ensuring that the College meets its diverse federal, state, and accreditation compliance obligations.

## **1.6 Governance Structure**

The College governance system consists of the Corporate Board, the Board of Trustees, the President/Administration, and the Academic Senate. The College is committed to a shared



governance policy as described in the American Association of University Professors 1966 Statement on Government of Colleges and Universities .

### 1.6.1 Academic Senate

The Academic Senate shall have primary responsibility for initiating, developing, and implementing the instructional program of the college, under the supervision of the Vice President for Academic Affairs and President of the College, subject to the approval of the Board of Trustees.

The Academic Senate formulates academic policy covering curriculum, admissions, graduation requirements, scholarships, teaching methods, examinations, and other academic matters. It also has central responsibility for academic planning.

All Academic Senate decisions that are subject to approval by the President of the College are forwarded to the President by the VPAA. Academic Senate actions that are disapproved by the President must be returned by the VPAA to the Academic Senate for reconsideration.

#### 1.6.1.1 Functions

The functions of the Academic Senate include (but are not limited to):

1. Promoting the development and fulfillment of the college mission.
2. Developing, studying, interpreting, and implementing academic policies.
3. Determining and reviewing programs, and coordinating their functions.
4. Reviewing department proposals regarding curricula and courses.
5. Reviewing and initiating policies relevant to rights, duties, and general welfare of the faculty.
6. Approving academic clubs and student government constitution, and providing for an overview of student activities relevant to the academic area.
7. Providing direction for the General Education program.
8. Providing input and perspective on Enrollment Management issues.
9. Discussing appropriate student issues and providing direction for solving these issues.
10. Discussing and defining educational as well as other issues considered important for the welfare of the college.
11. Recommending to the Board of Trustees candidates for earned degrees, subject to certification by the Vice President for Academic Affairs.

The Academic Senate exercises legislative authority on the above functions subject to positive recommendation by the President and approval by the Board of Trustees. Actions by the Senate shall be submitted to the Vice President for Academic Affairs.

Proposals that must be sent to the Board of Trustees for final approval include, but are not limited to, program addition or deletion, General Education program revision, new degrees, rank and tenure recommendations, and formal statements of policy and structure in the Faculty Handbook. If the President should veto a proposal approved by the Academic Senate, the Faculty Representative to the Board of Trustees may submit the said proposal to the appropriate committee of the Board as a potential Board agenda item.

## 1.6.1.2 Organization

### Membership

The voting faculty of the Academic Senate shall include all full-time and ranked part-time faculty holding the rank of Instructor, Assistant and Associate Professor, and Professor. The Vice President for Academic Affairs, the Director of the Library, and the Assistant Vice President of Registration and Advising are also voting members. Full time faculty with release time must maintain a 12 hour load per academic year to retain voting rights in the Senate.

Non-voting participation in Academic Senate for the purpose of reports and other discussion shall be allowed to the administrative staff, *emeriti* members of the faculty, adjunct faculty, and students with approval of the Chair of the Academic Senate.

#### 1.6.1.2.1 Officers of the Academic Senate

The organization of the Academic Senate shall consist of the following officers: the presiding officer of the Academic Senate shall be the Chair of the Senate for one Academic year, and the Chair-elect of the Senate shall be the other officer elected by the Academic Senate. Both must be full time faculty members of Calumet College.

#### Chair

The duties of the Chair of the Academic Senate shall be as follows:

- To preside at all meetings of the Academic Senate or designate the Chair-elect or some other person to preside.
- To determine the business of the Academic Senate through an agenda to be prepared in consultation with the Executive Committee, and to assure the circulation of such agenda prior to each meeting of the Academic Senate.
- To chair the Executive Committee.
- To communicate with administration on behalf of the Academic Senate and to provide a written report of Academic Senate actions to the Vice President of Academic Affairs of the college after each Academic Senate business meeting.
- To represent the faculty at the President's Senior Staff meetings.

#### Chair Elect

Elections for the Chair-elect shall take place at the last Academic Senate meeting of the school term. The Executive Committee shall provide a slate of nominees for all standing committees of the Senate at least one week before the date of the first fall meeting. Additional nominations may be made from the floor by faculty members present at the meeting during which the election is held. The duties of the chair-elect of the Academic Senate shall be as follows:

- To preside at business meetings of the Academic Senate in the absence of the Chair of the Academic Senate.
- To deliver the report of the Executive Committee at business meetings of the Academic Senate.
- To succeed the Chair of the Academic Senate at the end of the Chair's term.
- To assume the duties of the Chair should the need arise.

#### 1.6.1.2.2 Faculty Support at Meetings of the Academic Senate

The Administration will assure faculty support at the Academic Senate. Senate duties include distribution of agenda and support materials, attendance at meetings, taking of notes, and preparation and distribution of the minutes afterwards.

#### 1.6.1.2.3 Parliamentary

Annually, the Chair of the Academic Senate shall appoint a member of the faculty to advise the Senate on procedure and assist the chair in ruling on parliamentary questions. The parliamentarian shall hold office for the academic year.

#### 1.6.1.2.4 Executive Committee

The duties of the Executive Committee shall be as follows:

- The Executive Committee prepares the agenda. Items should be submitted to the Executive Committee five days prior to the meeting at which they will be discussed. Items may be submitted by committees, administrative officers or by any member of the Academic Senate.
- To appoint faculty members to standing committees, unless otherwise stated in the Faculty Handbook.
- To prepare the slate of candidates to the Academic Senate for faculty representation on college committees.
- To seek, and if necessary recommend, nominations to the Academic Senate for Chair-elect of the faculty.
- To appoint a “pro-tem” Chair-elect as necessary.
- To serve as the committee on committees, reviewing and directing Academic Senate business to appropriate Academic Senate committees.

#### Executive Committee Membership

The Executive Committee membership shall consist of the following:

- The Chair of the Academic Senate.
- The Chair-elect.
- The Vice President for Academic Affairs.
- Two members elected by the Senate.
- Other members by decision of the committee.

#### 1.6.1.2.5 Elections

Elections for the Chair-elect shall take place at the last Academic Senate meeting of the school term. The Executive Committee shall provide a slate of nominees for all standing committees of the Senate at least one week before the date of the first fall meeting. Additional nominations may be made from the floor by faculty members present at the meeting during which the election is held.

### 1.6.1.3 Meetings

- **Robert’s Rules of Order Revised** shall govern the conduct of the business in all cases to which they are applicable and in which they are not inconsistent with the rules or order of the Senate. A vote of two thirds of the faculty is needed to suspend the rules.

- One-half of the voting Academic Senate membership, exclusive of members on leave or sabbatical, shall constitute a quorum.
- The meeting agenda and minutes of the previous meeting shall be distributed to all members one week prior to the date of the meeting.
- Regular meetings of the Academic Senate are held in accordance with a schedule established at the beginning of the academic year.
- The Executive Committee may call special meetings when deemed necessary or when five faculty members submit a written request. The President or Vice President for Academic Affairs may call a meeting of the Academic Senate as needed after consultation with the Chair as to the agenda to be covered.
- All proposals must be submitted in writing to the Executive Committee.
- A majority of those voting members present and voting is required for approval of a motion.

#### *1.6.1.3.1 Order of Business*

Call to order and opening prayer  
 Acceptance of agenda  
 Approval of minutes  
 Administrative Reports  
 Committee Reports  
 Old business  
 New business  
 Announcements  
 Adjournment

## 1.6.2 Student Government

The Student Government recommends policy on non-academic student life. It serves as a channel of communication and consultation among the student body, the faculty, and the administrative officers of the College. The students nominate a faculty advisor annually.

## **1.7 Committee Structure**

### 1.7.1 Board of Trustees

See Appendix A for By-Laws of Calumet College of St. Joseph, July 13, 1995.

The Academic Senate elects two members of the Senate to represent the Academic Senate on the Board of Trustees. Election to the Board is for a two year term and the terms of the elected trustees shall be staggered so that one representative will be elected annually. The Faculty Trustees will submit reports to the Senate concerning Board and committee actions and deliberations. Faculty trustees also serve on the Board of Trustees Finance and Academic Affairs Committees. Elections are held in March, and the Chair of the Academic Senate will submit the names of the elected Faculty Trustee to the Secretary of the Board.

## 1.7.2 Administrative Committee Representatives

The Academic Senate elects two representatives annually to serve and represent the Senate on the following committees:

- Admissions / Readmission Committee
- Computer Technology Committee
- Human Resources Committee

## 1.7.3 Academic Senate Committees

### 1.7.3.1 Rank and Tenure Committee

#### *Membership*

The Rank and Tenure Committee is composed of five tenured faculty members: two appointed by the Vice President for Academic Affairs and three elected by the faculty. The committee elects its own chair. The appointed members serve terms of two years' duration, so arranged that at the beginning of each academic year, one of the two begins a new term. Elected members serve terms of three years' duration, so arranged that each year, one of these is elected at the first Senate meeting of the academic year.

#### *Duties and Responsibilities*

This committee recommends promotions in academic rank and awarding of tenure to the Vice President for Academic Affairs. It advises the Vice President for Academic Affairs, the President and the Board of Trustees concerning appropriate revisions of regulations governing promotion in academic rank and awarding of tenure.

#### *Procedure*

The Vice President for Academic Affairs presents to the committee the names and appropriate support materials of those faculty members who have fulfilled the norms for academic degrees and experience as stated in the Faculty Handbook and are therefore eligible to apply for promotion or tenure.

Special cases may be submitted to the committee by the President, the Vice President for Academic Affairs, any committee member, the Faculty Chair of a faculty member, any full-time faculty member, or any faculty member who asks consideration for promotion or tenure.

The recommendations of the committee are presented to the Vice President for Academic Affairs. When this recommendation is to reject a faculty member's application for promotion (not tenure), the committee will make suggestions for further improvement of performance and for professional development. This information is communicated to the faculty member through the Vice President for Academic Affairs and the particular Faculty Chair.

The Vice President for Academic Affairs submits his/her recommendations and those of the Rank and Tenure Committee to the President.

The President makes the final determination and submits positive recommendations to the Board of Trustees. When the promotion (not tenure) decision at this level is contrary to the recommendation of

the Rank and Tenure Committee, the President shall communicate to the individual not promoted, to the Chair of the committee, and that individual's Faculty Chair, in writing, specific findings of inadequacy of the standards as outlined in section 2.1.6.4.1. Thereafter, the Faculty Chair shall meet with the faculty member and outline suggestions for professional development. The suggestions offered by the Faculty Chair shall then be communicated to the President.

### 1.7.3.2 Tenure Judiciary Committee

#### *Membership*

The Tenure Judiciary committee shall consist of four tenured faculty members, two elected annually by the Academic Senate and two appointed annually by the Vice President for Academic Affairs. The choice of members of this committee should be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee should elect a chairperson.

#### *Duties and Responsibilities*

The Tenure Judiciary committee shall:

- Conduct hearings to consider grounds for dismissal of a tenured faculty member following procedures in section 2.8.5.2.
- Conduct hearings to review faculty grievances pursuant to section 2.16.2.

#### *Procedure*

The Tenure Judiciary Committee meets on an as-needed basis, with meetings called by the chair.

### 1.7.3.3 Curriculum and Assessment Committee

#### *Membership*

The Curriculum and Assessment Committee is composed of the Vice President for Academic Affairs, the Director of Assessment (who is appointed by the VPAA and acts as chair), the Assistant Vice President for Registration and Advising, the Director of the Library, and six faculty members elected by the Academic Senate. (Each department will nominate one candidate to represent the department on the Curriculum and Assessment Committee.)

#### *Duties and Responsibilities*

The committee reviews, approves, and reports to the Academic Senate all routine curricular and academic proposals. Routine matters are defined as changes in course titles, course descriptions, course numbers and the addition of new courses, the deletion of courses, or the revision of courses. These do not generally require the approval of the Senate. If in the judgment of the Curriculum and Assessment Committee, an issue that does not technically require full Senate action rises to a level of significance that the committee determines the entire faculty should be involved in the decision-making process, the committee has the option of referring these questions to the full Senate for discussion and/or action.

The committee also reviews and recommends to the Academic Senate all major curricular and academic proposals. Major revisions are defined as the introduction or deletion of a program, degree, minor, or concentration. Also needing Senate approval are any additions or deletions to the GENERAL EDUCATION program including course changes, course additions, course deletions, course descriptions, or course numbers.

The committee supervises the assessment plan, and reviews and recommends to the Academic Senate any major changes in it.

#### *Procedure*

This committee meets at the discretion of the Chair.

### 1.7.3.4 Alternative Credit Team

(Formally LEAP Portfolio Intake Review Committee)Membership

The Alternative Credit Team is composed of one faculty member elected by the Academic Senate, one faculty member and one staff member appointed by the Vice-President for Academic Affairs, the LEAP workshop facilitator, and the Registrar.

#### *Duties and Responsibilities*

The Alternative Credit Team or a designee reviews each LEAP portfolio submitted by a student to determine if the portfolio meets standards for sending to appropriate faculty for formal credit evaluation. The team studies and recommends policies relative to all forms of awarding alternative credits. The team updates the LEAP Student Handbook in line with current practices.

#### *Procedure*

The committee meets as needed.

### 1.7.3.5 Faculty Affairs Committee

#### *Membership*

The Faculty Affairs Committee shall consist of five voting faculty members elected by the faculty of the Academic Senate. The Faculty Affairs Committee will elect a Chair to serve for a term of one year.

The Chair is responsible for conducting the business of the Faculty Affairs Committee. The committee reports to the Academic Senate.

#### *Duties and Responsibilities*

The purpose of the Faculty Affairs Committee is to safeguard faculty rights and morale, ensure faculty accountability, and encourage faculty success in keeping with the contents of Section 2 (Faculty Personnel Policies) of the Faculty Handbook.

Under the direction of the Senate, the Faculty Affairs Committee shall provide guidance regarding:

- Academic responsibility and accountability.
- Standards of appointment and retention.

- Faculty tenure issues.
- Salary and benefit issues.
- Procedures for academic promotion.
- Orientation of new faculty members.
- Professional Development.
- Social justice and ethical issues.

The committee advises the President, Vice President for Academic Affairs, Board of Trustees and the faculty on the items listed above.

#### *Procedure*

The President and Vice President for Academic Affairs may suggest issues to the committee. The Faculty Senate may submit questions to the committee for consideration. The committee may also initiate its own agenda, including in response to requests from individual faculty members, and bring it to the Senate.

The committee will conduct an organizing meeting at the beginning of the Academic year to elect a chair and plan its schedule. The committee will meet periodically as questions or concerns are submitted to the Chair.

Recommendations that (per section 1.8) amend an item of summaries of procedures, or amend formal statements of policies and structure, are submitted to the Academic Senate for approval.

### 1.7.3.6 Graduate Studies Committee

#### *Membership*

The Graduate Studies Committee is composed of the Vice President for Academic Affairs, the Registrar, the program directors of each graduate program, and two members elected by the faculty from non-Graduate programs. The committee elects its own chair. Elected members serve terms of two years' duration, so arranged that each year, one of them is elected at the first faculty meeting of the academic year.

#### *Duties and Responsibilities*

The committee reviews, approves and reports to the Academic Senate all curricular and academic proposals relating to graduate programs. These responsibilities include significant revisions to any existing graduate program, significant revisions to graduate policies and procedures, program requirement revisions, the evaluation of the rigor and scholarship of graduate programs, and proposals of new graduate programs. In addition, this committee shall supervise the assessment of new or existing programs, and shall advocate and review material and human resources needed to develop and sustain new programs.

Relative to course changes, the committee will review and approve all routine curricular and academic proposals. Routine matters are defined as changes in course titles, course descriptions, and course



numbers, the addition of new courses, the deletion of courses, and / or the revision of courses. These do not require the approval of the Senate.

The committee reviews and recommends to the Academic Senate all major curricular and academic proposals. Significant revisions are defined as the introduction or deletion of a program, or degree; revisions of existing programs, including new requirements; and the introduction of new degrees or the deletion of current degrees. Any of these changes require approval of the Senate.

#### *Procedure*

This committee meets at the discretion of the Vice President for Academic Affairs or the Chair of the Graduate Studies Committee.

### 1.7.3.7 General Education Committee

#### *Membership*

The General Education Committee is headed by a faculty chair who is appointed by the Vice President for Academic Affairs. The First Year Experience Coordinator also serves on this committee, along with faculty members elected annually by their respective departments, as follows: one representative from each General Education area (Mathematics, Science, Humanities, and Social Sciences), with an optional **additional** representative each from Humanities and Social Sciences.

#### *Duties and Responsibilities*

The purpose of the General Education Committee is to develop, implement, and assess a General Education curriculum that (a) exposes students to an intellectual heritage integral to the liberal arts tradition to which the College has long been committed and that (b) develops foundational knowledge and skills students need to succeed in their major programs of study.

The committee also reviews and recommends, first to the Curriculum and Assessment Committee and later to the Academic Senate, all major curricular revisions to the General Education Program. Major curricular revisions are defined as additions or deletions to the General Education Program, including course changes, course additions, course deletions, course descriptions, or course numbers.

Additionally, the General Education Committee provides guidance and oversight related to

- Academic Student Support Services
- The Signature Assignment process

The faculty chair attends the meetings of the Academic Council.

#### *Procedure*

This committee meets at the discretion of the faculty chair.

With the guidance of the Vice President for Academic Affairs, the faculty chair generally sets the agenda for the committee. The Director of Assessment may also submit issues for consideration by the committee. Members of the committee may also propose issues to the committee, including in response to requests from individual faculty members.

The committee will conduct an organizing meeting at the beginning of the Academic year to plan its schedule. The full committee will meet monthly. Working groups assigned by the committee to particular tasks will coordinate additional meetings outside of regularly scheduled meeting times.

Attendance at General Education Committee meetings is open to all faculty members at Calumet College of St. Joseph.

### 1.7.3.8 Faculty Handbook Committee

#### *Membership*

The Faculty Handbook Committee shall consist of five voting faculty members elected annually by the Academic Senate. The Faculty Handbook Committee will select a Chair at the committee's organizational meeting to serve for a term of one year. The Chair is responsible for conducting the business of the committee.

#### *Duties and Responsibilities*

The Faculty Handbook Committee will be concerned with the following:

- Reviewing both the Faculty Handbook and the Adjunct Faculty Handbook annually, or more often as needed.
- Processing proposed amendments to both Handbooks when approved by the Academic Senate.
- Coordinating all changes deemed necessary.
- Providing guidance to faculty members who request it regarding interpretation of the Faculty Handbooks.

#### *Procedure*

Amendments that require Senate approval (changes in policy and procedure) shall be forwarded to the Academic Senate through the Executive Committee to be placed on the Academic Senate agenda.

Approved changes will be forwarded to the office of the Vice-President for Academic Affairs for processing and distribution.

The office of the Vice-President for Academic Affairs will provide clerical support for the committee.

The committee reports to the Academic Senate. The Chair of the committee shall call meetings of the committee.

It shall be the duty of the Chair to submit a report to the Chair of the Academic Senate on the activities of the committee annually.

## **1.8 Faculty Handbook Revision Process**

Amendments to the Faculty Handbook may be proposed in writing to the Vice President for Academic Affairs or to the Faculty Handbook Committee after they have followed the committee structure as outlined in the Faculty Handbook.

If the proposal is to amend an item of general information, the individual making the proposal will submit the proposal to the Vice President for Academic Affairs. If the Vice President for Academic Affairs approves the proposal, he/she will notify the faculty of the change.

If the proposal is to amend an item of summaries of procedure, the proposal must be submitted to the Academic Senate for deliberation. If approved there, the proposal is submitted to the Vice President for Academic Affairs who will make a recommendation to the President. The President will then notify the faculty of his/her decision.

If the proposal is to amend formal statements of policy and structure, the proposal is submitted to the Board of Trustees for their consideration, following approval by the Academic Senate and the Vice President for Academic Affairs and President. The President will then notify the faculty of the Board's action. (See 1.6.1 for information regarding Presidential veto.)

Whenever general information, summaries of procedures, and/or formal statements of policy and structure are changed, revised text will be prepared by the Handbook Committee in consultation with the Office for the Vice President for Academic Affairs and the revised document distributed to all Academic Senate members.

Proposals that amend an item of summaries of procedure are submitted to the President by the Vice President for Academic Affairs. The President will notify the VPAA, who will then notify faculty of his/her decision.

## Section 2: FACULTY PERSONNEL POLICIES

Because the success of the College and the achievement of its mission rest in large part upon the quality of the individual faculty members, the college has designed its personnel policies to obtain and retain the best possible faculty in light of that mission: the dedicated professor, the productive scholar, the responsible citizen. The following policies formalize the criteria and procedures for the selection and rewarding of such faculty.

The College seeks to appoint the most qualified and competent persons who are available, who are in harmony with the mission of the College, and who support and respect the mission of the College. Because the College is a Catholic institution of higher learning, faculty are expected to respect the traditions and beliefs of the Catholic Church. Faculty are recruited from a diversity of religious backgrounds.

Calumet College of St. Joseph is an Equal Opportunity Employer. The College also complies fully with the Americans with Disabilities Act and the Immigration and Reform Control Act. The College is strongly committed to maintaining a Harassment Free Work Environment for all employees, as well as a Harassment Free Learning Environment for all students. (For more information, please visit the [Title IX Policy web page](#).) Finally, as regards the faculty in particular, the College is guided by the "Statement on recruitment and resignation of faculty members" adopted by the Association of American Colleges and Universities and the American Association of University Professors as its basic operating procedures. It expects that faculty members will do likewise. (See *Appendix D* for statement.)

### **2.1 Definition of Faculty Status**

The College faculty consists of all faculty members whose appointments require the approval of the President of the College and his or her designee, and whose letters of appointment or contract designate them as having faculty status.

#### *2.1.1 Ranked Faculty; Full-time*

Full-time faculty members are appointed as Instructor, Assistant Professor, Associate Professor, or Professor. Full-time faculty members have the right to vote in faculty meetings.

#### *2.1.2 Part-time Faculty*

##### *2.1.2.1 Ranked Faculty, Part-time*

Part-time faculty members are ranked as defined in section 2.1.6 and are given an appointment equivalent to half-time or more, but less than that of a full-time faculty member. Ranked part-time faculty members are employed on an annual basis subject to reappointment. Such ranked part-time faculty have pro-rated contractual rights to promotion, sabbatical leave, and fringe

benefits as available in the Faculty Handbook. They are full voting members of the Senate and have, on a pro-rated basis, responsibilities for advising, service on committees, and all other responsibilities of full-time faculty members as detailed in the Faculty Handbook.

### 2.1.2.2. Adjunct Faculty

Adjunct faculty appointments and salary agreements are on a temporary basis and are renewed for each term. Adjunct faculty members have the right of voice (but not vote) in faculty meetings. Refer to 2.1.6.1 for qualifications.

A full-time staff member or administrator must have the written approval of his or her supervisor and the Vice President for Academic Affairs prior to being scheduled to teach any course.

Federal regulations limit adjunct faculty teaching hours to no more than 9 per week at any given time. The following table clarifies the maximum course load for adjuncts.

<b>Traditional</b>	<b>Traditional and Accelerated</b>	<b>Accelerated (Graduate and Degree Completion)</b>
3 traditional 3-credit-hour classes or\ 2 traditional 4-credit-hour classes.	1 accelerated course plus 1 traditional course.	2 accelerated courses.

Adjunct instructors' responsibilities are generally limited to the courses they teach and to attendance at orientation workshops (held either in person or online) deemed necessary by the Department Chair or Program Director. Department Chairs and Program Directors shall make every effort to schedule these workshops at a time when adjunct faculty can attend and to notify adjunct faculty well in advance of the workshop dates.

## 2.1.3 Special Appointment Faculty

### 2.1.3.1 Emeritus/-a

Faculty members who have at least ten years of service at Calumet College of St. Joseph and who retire while holding faculty appointment may be granted *Emeritus/-a* status by the Board of Trustees upon recommendation of the President. *Emeritus/-a* appointments carry the lifetime privileges listed in *Appendix E*.

### 2.1.3.2 Visiting Instructor, Assistant, Associate or Professor

The title of "visiting" may be assigned at the discretion of the Vice President for Academic Affairs to those faculty members who by reason of their academic credentials and other circumstances of their appointment would merit this title. These are annual appointments. Refer to 2.1.6.1 for qualifications.

### 2.1.4 Administrators with Faculty Rank

There is no tenure in an administrative position. An administrative officer may hold tenure as a member of the faculty in a program area (provided that he/she is so qualified) but may not hold tenure with regard to the administrative position. Years of service in an administrative position are not counted toward the probationary period leading to tenure, but if the appointment includes faculty responsibilities, an individual may be credited on a fractional basis with years of experience leading to tenure. The President and Vice President for Academic Affairs are ordinarily tenured faculty members.

### 2.1.5 Special Academic Support Services Staff

#### 2.1.5.1 Librarians

(See Handbook Section 3.)

### 2.1.6 Qualifications for Appointment to Rank

#### Specific Regulations

The following standards are used as a basis for appointment to each rank. These same standards are used by the Rank and Tenure Committee in their deliberations for tenure and promotion.

#### 2.1.6.1 Instructor

- a. Sound educational background, including as a minimum the Masters' Degree in a related content area, or equivalent professional experience.
- b. If the candidate does not possess a Master's degree in the teaching field, she/he should possess 18 graduate hours to teach in that discipline. If the candidate does not possess the 18 graduate hours, the candidate must show "tested experience" as *per* the Higher Learning Commission Guidelines of Assumed Practice B.2, effective September 1, 2017. "Tested Experience" will consist of five years' full-time demonstrated experience for practitioners in the field to teach.
- c. Definite plans for continued professional development.
- d. Aptitude for teaching or appropriate experience at the elementary, secondary, or college level or comparable experience in business, industry or government service.

### 2.1.6.2 Assistant Professor

Qualifications of the previous rank plus terminal degree in teaching field (see *Appendix F*).

### 2.1.6.3 Associate Professor

- a. Qualifications of previous rank and evidence of excellence in teaching.
- b. Minimum of six years' experience as Assistant Professor at Calumet College of St. Joseph or another college or university. Application is typically made in the sixth year; however, a faculty member may apply for promotion in the fifth year. When tenure is granted to a faculty member holding the rank of Assistant Professor, promotion to Associate Professor is granted with tenure (see Handbook Section 2.6.2).
- c. Evidence of scholarly achievement.
- d. Evidence of service to the College and the community.

### 2.1.6.4 Professor

- a. Continued evidence of qualifications of the previous rank.
- b. Minimum of six years' experience as Associate Professor.

Application is typically made in the sixth year.

There may be rare instances when faculty members merit consideration for appointment/promotion because of their reputation, stature, maturity and service but do not have the appropriate terminal degree and are not fully covered by the above provisions. Such an individual may be recommended by the Vice President for Academic Affairs for appointment/promotion, but such recommendations must be accompanied by exceptionally strong evidence of the individual's unique professional contributions to his/her field and/or to the College.

## 2.1.7 Explanation of Standards: The Boyer Model of Scholarship

On April 13, 2011, the Academic Senate of Calumet College of St. Joseph approved the following goals and objectives for full implementation of The Boyer Model of Scholarship.

**Goal 1: Knowledge and understanding of The Boyer Model is shared among all faculty and academic administrators.**

- The Boyer Model will be incorporated into the hiring and review of faculty and academic administrators. Faculty and administration continue to develop a shared knowledge of and value for the Boyer Model.
- The Inventory of Scholarship guides the design of the Annual Review Form and the Application for Tenure and Promotion.
- Academic administration in collaboration with faculty will identify opportunities for faculty to engage in the scholarship of application at the community level.

**Goal 2: The Boyer Model is part of the standard operating procedures of every academic department and all levels of faculty review. Faculty [engagement] in the domain of scholarship prescribed for their type of college or university is an indicator of procedural level institutionalization.**

- Faculty and Department Chairs are able to use The Boyer Model to identify programmatic and /or departmental needs and expectations at the time of hire.
- Faculty and Academic leadership are able to use The Boyer Model to develop an annual plan for professional development that reflects what a program and/or a department needs from each individual faculty member.
- Faculty and Academic leadership are able to use The Boyer Model to identify areas of scholarly activity and scholarship to be pursued as part of each faculty member's area(s) of academic interest.

**Goal 3: The values and norms conveyed by The Boyer Model are part of the culture of the college.**

- The Mission Statement of Calumet College acknowledges the central role of the scholarship of teaching for faculty in its undergraduate programs and the scholarship of teaching, integration and application in its professional graduate programs.
- The review for tenure and/or promotion will be guided by the standards set by the department of the applicant.
- Programs offering graduate degrees will develop a curriculum map using The Boyer Model to show where students are engaged in the various domains of scholarship and how their scholarly activity and scholarship is assessed.
- Calumet College of St. Joseph publicly acknowledges The Boyer Model as representative of how it understands and practices scholarship as a teaching-learning community.

The Academic Senate also approved forms for faculty to use for their annual self-reports, plans for professional development, and applications for tenure and promotion. These forms were developed by the Faculty Affairs Committee in accordance with The Boyer Model and are found in appendices to this handbook and at <https://www.ccsj.edu/faculty-staff/> .

Four domains of scholarship comprise The Boyer Model: the Scholarship of Teaching, the Scholarship of Discovery, the Scholarship of Integration, and the Scholarship of Application. At Calumet College of St. Joseph, promotion and tenure decisions are based on a combined evaluation of candidates' teaching effectiveness (Teaching Domain), scholarship, and service to the College and the broader community (Discovery, Integration, and Application Domains). As noted below (section 2.6), **in awarding promotion in rank and tenure the College recognizes excellence in teaching as the most significant contribution the applicant makes to this institution. Excellence in teaching is measured as follows:**



### Effectiveness of a college teacher

Application of the following shall be based upon the current *curriculum vitae*, classroom observation, summaries of student feedback with reflective comments from the faculty member, and the faculty member's reputation developed over time along with other materials mutually deemed appropriate by the applicant, the Rank and Tenure Committee and the Vice President for Academic Affairs.

- a. Demonstrates currency in knowledge of field and methodologies in his/her field.
- b. Presents subject matter of field skillfully.
- c. Communicates enthusiasm for field and teaching that influences students in their desire to learn.
- d. Exhibits continuous growth as a teacher.
- e. Provides for individual learning to meet varied needs and interests of students.
- f. Manages courses and classroom effectively.
- g. Develops new courses and/or innovative approaches to existing courses.
- h. Demonstrates knowledge of other fields, especially those related to his/her field.
- i. Establishes and maintains a positive student-faculty relationship.
- j. Develops, prepares, and utilizes appropriate resources, materials, and technologies.

A preponderance of evidence of strength in teaching, as described above, combined with strengths in each of the two other performance areas—scholarship and service—is expected to accompany applications for promotion and tenure. Preponderance of evidence is defined as follows.

- Sixty percent (60%) of the evidence submitted must speak to excellence in teaching (see above).
- Forty percent (40%) must support strength in one or both of the other two performance areas: scholarship and service, with evidence of scholarly achievement advanced during each annual review.

Excellence in scholarship is measured as follows:

#### Scholarly Achievement

Scholarly achievement shall be measured by the applicant's current *curriculum vitae* and other materials deemed mutually appropriate by the applicant, the Rank and Tenure Committee, and the Vice President for Academic Affairs. Examples of scholarship may include the following:

- a. Research products, other than publication (e.g.

- surveys, literature reviews, non-juried publications).
- b. Publications in academic or professional journals or newsletters.
- c. Presentations to academic or professional groups.
- d. Grants and grant proposals.
- e. Artistic Achievements (e.g. poetry readings, exhibits).
- f. Professional community service.
- g. Software/technology development.
- h. Applied Research:
  1. Scholarship in teaching and/or instructional technology.
  2. Academic discipline (curricular development, instructional innovation).
  3. Community research (i.e., community projects such as surveys and research reports).
  4. Active membership and regular, meaningful participation in professional associations.

Excellence in service is measured as follows:

#### Service

Contributions to the College and the community: Service shall be measured by a current *curriculum vitae* and other materials deemed mutually appropriate by the applicant, the Rank and Tenure Committee and the Vice President for Academic Affairs.

#### a. Service to the College:

Evidence of at least two areas of service to the College must be demonstrated. These can include but are not limited to:

- a. Advisory board.
- b. Committee chair assignments.
- c. Committee memberships.
- d. Contributions to curricular reform and development.
- e. Consultation services.
- f. Development activities.
- g. Enrollment enhancement activities.
- h. Faculty Senate officer.
- i. Faculty representative to the Board of Trustees.
- j. Grant writing.
- k. In-service presentations.
- l. Literary and / or artistic contributions.

- m. Program Director.
  - n. Other contributions.
- b. Service to the Community:
- a. Board membership(s).
  - b. Task force membership(s).
  - c. Contributions to increased social welfare.
  - d. Contributions to non-academic media or presentations to civic or community groups.

## **2.2 Types of Contracts**

### 2.2.1 Term

#### **Standard Contract**

A standard contract will be offered to new appointees after agreement has been reached. The normal initial appointment is for one academic year; however, special conditions may increase or decrease this period. All such special arrangements must be inserted and become a part of the standard contract.

#### 2.2.1.1 Full-time

##### **Contractual Length**

The standard contract is for the duration of the academic year, i.e., a week before classes begin to commencement. When classes are not in session during the academic year, faculty are expected to be accessible for dealing with students' incomplete work and grades and for consultations, etc. with their coworkers and/or the public. (Special contracts are issued for summer and other terms.) The College may offer longer contracts to faculty members. In these cases, the contracting parties will agree to the additional duties that such a contract may entail.

Faculty members appointed at the rank of Instructor because they have not completed the appropriate terminal degree, and who subsequently earn their terminal degree, will so notify the Vice President for Academic Affairs. When official documentation for the terminal degree is received by the Vice President for Academic Affairs, he/she will assign the faculty member the appropriate professional rank and make the appropriate salary adjustment (to be implemented the following academic year).

#### 2.2.1.2 Part-time

Part-time faculty appointments and salary agreements are on a temporary basis.

### 2.2.2 Probationary/Tenure Track

All appointments of non-tenured faculty are on an annual probationary basis at the discretion of the College and require recommendation by the Department Chair in consultation with the particular Program Director, with approvals by the Vice President for Academic Affairs and the

President. Ordinarily, in the first year of the probationary period, faculty will be asked to focus exclusively on teaching, and service requirements are discretionary.

### 2.2.3 Tenured

Faculty members on tenure shall receive notification of changes in salary and benefits.

### 2.2.4 Multi-Year Contracts

The Vice President for Academic Affairs may offer multi-year contracts to faculty members. A multi-year contract may not exceed five years. In addition, faculty must meet the following criteria:

- Length of service beyond three years.
- Mutually stated desire to commit to the college for more than one year.
- Overall positive feedback from students and evidence of student learning.
- Demonstrated commitment to teaching, scholarship and service.

An annual review of the contract with the Vice President for Academic Affairs will determine the pattern for further multi-year contracts.

### 2.2.5 Annual

Certain faculty members are appointed on an annual basis subject to reappointment.

### 2.2.6 Locus of Appointment

Faculty members' appointments are in program areas and/or support areas.

## **2.3 Search/Appointment/Orientation**

### 2.3.1 Search Procedures

#### Recruitment

Ultimate responsibility for recruitment and replacement rests upon the President and Vice President for Academic Affairs. However, it is the function of Department Chairs, in consultation with the Program Directors and relevant search committees, to recommend candidates to the Vice President for Academic Affairs.

The Vice President for Academic Affairs may appoint search committees, whose membership will include relevant Program Director(s) and / or Department Chair(s) (Chair-Elects, in the case of retiring Chairs), to accept recommendations and screen candidates and applicants. All formal negotiations, however, will be the VPAA's responsibility.

Each candidate, if at all possible, will be invited to the campus for interviews with the search committee and other members of the college community. Interviewers are encouraged to discuss all aspects of the College, as well as the qualifications of the candidate.

## 2.3.2 Appointment Procedures

### Appointment

The Vice President for Academic Affairs, in consultation with the search committee, selects the successful candidate and recommends the appointment to the President. Under the authority of the President, the Vice President for Academic Affairs offers the candidate a written, standard contract. Special terms or conditions should be made part of the contract. No other assurances of a contractual nature, written or verbal, by any other officer of the College shall bind the College legally unless such assurances are made part of the contract. The new faculty member will receive an appointment letter indicating rank, tenure, credit for prior service for tenure, and an explanation of any special terms or conditions.

### 2.3.3 Orientation

The new faculty member shall report to the appropriate Department Chair upon arrival. Normally the Department Chair or the particular Program Director will introduce her/him to the campus, facilities, procedures, etc. New faculty are required to attend an orientation session sponsored by the Vice President for Academic Affairs.

Department Chairs and/or Program Directors arrange orientation activities for part-time faculty. New part-time faculty members are presented with access to the Adjunct Faculty Handbook, the Student Handbook, the CCSJ Catalog, and pertinent divisional documents. Department Chairs and/or Program Directors clarify the College's mission and goals and their expectations of part-time faculty, invite and encourage them to participate and become involved in planning and reviewing programs in their areas of expertise, and inform them of College resources and procedures.

### 2.3.4 Equal Opportunity/Affirmative Action

The College maintains a favorable work environment in which all employees, regardless of race, color, national origin, gender, age, disabilities, sexual orientation or religious affiliation, can enjoy equal opportunities in their employment relationship with the College. In an effort to maintain equal employment opportunities, the administration has recognized the need to adopt, implement, and periodically evaluate its Affirmative Action Program consisting of goal statements and specific procedures. Program policy concerning equal employment opportunity requires that:

1. In establishing qualifications for employment, no provision or requirement will be adopted that would be discriminatory on the basis of such protected characteristics as race, color, national origin, age, gender, disabilities, sexual orientation or religious affiliation, except where a bona fide occupational qualification exists.
2. No questions in any examination, application form, or other personnel proceedings will be so framed as to attempt to elicit information concerning protected characteristics from an applicant, eligible candidate, or employee.
3. No appointment to or removal from a position will be affected in any manner by the person's protected characteristics.

Any employee or job applicant who feels that he/she has been subjected to discrimination by employees, officers, or agents of the College is requested to report the incident or complaint to his/her immediate supervisor. In the event such reporting is not possible, the employee may report the incident to the Vice President for Business and Finance, who will investigate the incident and attempt to resolve the matter. All complaints will be handled in strict confidence.

### 2.3.5 Employment Conflict of Interest

Potential faculty members must notify the Vice President for Academic Affairs of any outside/other employment.

### 2.3.6 Special Appointment Categories

The Vice President for Academic Affairs may recommend to the President appointments for special assignments, e.g., consultants with special expertise.

## **2.4 Personnel Records**

### 2.4.1 Pre-employment

The chair of the *ad hoc* faculty search committee, along with the Human Resources department, receives application materials from all applicants. The Human Resources department performs criminal background checks and obtains transcripts for selected candidates. The search committee chair typically contacts references, but this responsibility can be performed by HR upon a request from the search committee chair. The files of recommended candidates that are given to the Vice President for Academic Affairs must include all application forms, criminal background check, correspondence, references, the candidate's official academic transcripts, and/or other appropriate documentation.

### 2.4.2 Personnel Files

The annual evaluation file of each faculty member is located and maintained in the Office of the Vice President for Academic Affairs. This file contains the application form and/or letters originally submitted, together with supporting documents as appropriate, a service record, copies of summaries of student feedback and the faculty member's responses to student feedback, Department Chair evaluations, copies of letters and memos to and from the faculty member which relate to the performance of responsibilities, and any other relevant documents including the summaries of contract reviews and merit reviews. Personnel files containing demographic and employment information are maintained by the Human Resources department.

Faculty members may review their files. If any of the contents is challenged, and no agreement is reached between the Vice President for Academic Affairs and the faculty member, the faculty member may appeal to the President. If no agreement is reached the faculty member may prepare a response (see Grievance Procedure, 2.16.2).

## **2.5 Evaluation**

### 2.5.1 Policy/Criteria

A regular review of the performance of all faculty members will be conducted in order that they may receive full credit and reward for their contributions to the College and their fields. The three criteria on which this evaluation is based are teaching, scholarly achievement, and service to the College and community as defined and explained above in section 2.1.7.

The initial responsibility for evaluation of faculty members rests with the appropriate Department Chair, on the basis of evidence provided by the faculty member or collected elsewhere. The faculty member will be given a copy of the Chair's evaluation and may submit comments. Both the Chair's evaluation and the faculty member's comments are submitted to the Vice President for Academic Affairs, who has final responsibility for evaluation of faculty members.

### 2.5.2 Procedure

To ensure that all relevant information is included in the evaluation, all faculty members are to submit annually to the appropriate Program Director and Department Chair a performance summary (please see Appendix G or "Professional Development" at <https://www.ccsj.edu/faculty-staff/> for the form developed in accordance with The Boyer Model of Scholarship), in which they detail the evidence in support of their performance in teaching, professional development, and contributions to the College and the community, together with whatever other information they wish to be taken into consideration by the Department Chair and the Vice President for Academic Affairs in the evaluation. A Plan for Professional Development over the next academic year must be submitted along with the performance summary, using the same form.

Using information submitted by the faculty member in his or her Annual Self-Evaluation, the Program Director and Department Chair evaluate the performance of the faculty member during the previous year. First the Program Director reads the faculty member's Annual Self-Evaluation and Plan for Professional Development, of which the former shall include results of, and follow-up on, student surveys and may also include peer evaluations. The Program Director may make suggestions for improvements and revisions to the Annual Self-Evaluation and / or Plan for Professional Development, allowing the faculty member a reasonable length of time to incorporate these changes and re-submit the document(s). After considering all the evidence, the Director indicates with a signature that the faculty member either is or is not performing satisfactorily. He or she then passes on the evaluation and the plan to the Chair of the Department.

In the case of Chairs, these evaluations are written by the Vice President for Academic Affairs and follow the above procedures.

Because evaluation of performance is one of the essential factors in determinations concerning tenure, promotion, reappointment, and merit raises, the Program Director, Chair and Vice President for Academic Affairs should make every effort to ensure that the evaluations are clear, honest, and genuinely evaluative.

The Department Chair gives the faculty member a copy of the evaluation and discusses it with the faculty member. In this discussion, if appropriate, the Chair should make suggestions for improvements and give the faculty member a clear idea of ways in which the performance might be improved. The Department Chair should take particular care in the advising of non-tenured faculty members working toward tenure and promotion. Any faculty member dissatisfied with the personal evaluation prepared by the Department Chair or the Vice President for Academic Affairs may present in writing additional comments or evidence to the Chair and to the Vice President for Academic Affairs.

The Vice President for Academic Affairs evaluates in writing the performance of the faculty member by either a) endorsing the evaluation of the Chair, or b) indicating areas in which the Vice President for Academic Affairs' evaluation differs from that of the Chair. A copy of the Vice President for Academic Affairs' evaluation shall be sent to the Chair and to the faculty member. The Vice President for Academic Affairs shall present to and discuss with the President the evaluations of those faculty on probationary or annual contracts. The President then will notify these faculty members of their reappointment or non-reappointment. In the case of non-reappointment, faculty who are in their first two years of probationary and/or annual contracts will be notified in writing by March 15. Thereafter, such notification will be given in writing by January 15.

Copies of information submitted by the faculty member, the Department Chair's evaluation, the faculty member's comments, and the Vice President for Academic Affairs' evaluation are retained for the record in the faculty member's personnel file in the Vice President for Academic Affairs' Office.

All faculty members will submit Annual Self-Evaluations and Plans for Professional Development to their Department Chairs by September 1<sup>st</sup>. The Department Chair, in consultation with the Program Director, will forward these documents and, if appropriate, additional supporting documents to the Vice President for Academic Affairs by October 1<sup>st</sup>.

### 2.5.3 Professional Development Plans

Every faculty member will submit an Annual Plan for Professional Development (see Appendix G or <https://www.ccsj.edu/faculty-staff/> for the form developed in accordance with The Boyer Model of Scholarship).

## **2.6 Promotion and Tenure**

Tenure and promotion in rank are awarded by the Board of Trustees upon recommendation by the President. **In awarding promotion in rank and tenure, the College recognizes excellence in teaching as the most significant contribution the applicant makes to this institution.**

The decision to award tenure and promotion is determined through a review process involving faculty, Department Chairs, Program Directors, the Rank and Tenure Committee, the Vice President for Academic Affairs and the President. It is the responsibility of the faculty member who is a candidate for promotion and/or tenure, and not the responsibility of the College, to document his/her case for



consideration for promotion and/or tenure. The awarding of promotion and/or tenure is discretionary on the part of the College.

### 2.6.1 Promotion Policy

As noted above (section 2.1.7), promotion in rank, like the awarding of tenure, depends on several factors including teaching effectiveness, scholarship, and service to the College and the broader community. A preponderance of evidence of strength in teaching and strong performance in one or both of the two other performance areas—scholarship and service—must be presented. Preponderance of evidence is defined as follows.

- Sixty percent (60%) of the evidence submitted must speak to excellence in teaching.
- Forty percent (40%) must support strength in one or both of the other two performance areas: scholarship and service with evidence of scholarly achievement advanced during each annual review. Promotion in rank is subject always to full review in accordance with College procedures. Recommendation for advancement in rank is regularly made by the Rank and Tenure Committee. (See 1.7.3.1)

The Portfolio submitted for promotion and tenure consideration should include the *Tenure and Promotion Application* (see Appendix G <https://www.ccsj.edu/faculty-staff/>) and all of the supporting documentation identified in Section 2.1.7.

Promotion in rank will provide the faculty member a corresponding increase in salary. These amounts shall be:

Instructor to Assistant Professor	\$2,000
Assistant to Associate Professor	\$4,000
Associate to Professor	\$5,000

The increase in salary will be added to the base salary. The increase in salary is concurrent with the promotion. Both take effect with the issuance of the next contract.

### 2.6.2 Procedures for Promotion and Tenure

The procedures for evaluation of faculty leading to promotion or tenure are designed to assemble responsible professional judgment in the evaluation process and to avoid arbitrary or subjective evaluation. They are also intended to provide the faculty member with suggestions for further improvement in his/her performance and further development of his/her competence. Below is an outline of procedures to be followed in the application process for promotion and / or tenure.

1. A faculty member who meets the qualifications as stated in the Faculty Handbook makes application through the Department Chair, using the appropriate form, as found in Appendix G of the Faculty Handbook. The completed application will include the faculty member's current *vita*, Annual

Self Evaluation, and summary statement of his / her contributions over the previous three to five years in teaching, scholarship and service to the College and broader community, along with supporting documents. Please note that previous successful applications by CCSJ faculty for promotion and tenure are available for consultation at the Specker Library.

2. The Department Chair prepares a recommendation and forwards copies to the Rank and Tenure Committee.
3. The Rank and Tenure Committee prepares a recommendation and forwards it to the Vice President for Academic Affairs.
4. The Vice President for Academic Affairs prepares a recommendation and forwards it to the President.
5. A copy of the recommendation is presented to the candidate at the conclusion of each step.

The following timeline is to be observed for all promotion and tenure applications at CCSJ.

<i>Date</i>	<i>Procedure</i>

September 1	Candidate submits five copies of portfolio including Self-Evaluation Form, application for promotion, and supporting documents to Department Chair.
October 1	Department Chair submits candidate's application and supporting documentation to the Rank and Tenure Committee with a written evaluation and recommendation.
November 15	Candidate's application and portfolio are submitted from the Rank and Tenure Committee to the Vice-President for Academic Affairs with a written recommendation (positive or negative) and rationale.
December 15	Candidate's application and portfolio are submitted from the Vice President for Academic Affairs to the President with a recommendation (positive or negative).
January 15	The President notifies the faculty member of the decision for tenure and/or promotion. When positive decision is made, the President submits a written recommendation to the Academic Affairs Committee of the Board of Trustees.
February	The Academic Affairs Committee makes an appropriate decision.
March Board Meeting	If approved, the Academic Affairs Committee of the Board of Trustees submits a recommendation to the Board of Trustees. The Board of Trustees makes the final determination.
April 1	The faculty member is officially notified of the decision of the Board regarding his/her tenure and/or promotion application. If approved, the promotion and tenure is effective at the start of the next contract period.
	<i>NOTE: The candidate receives a copy of each recommendation.</i>

## **2.7 Tenure**

### 2.7.1 Policy

In determining the specific conditions of tenure appointments, the College is guided by the "[1940 Statement of Principles on Academic Freedom and Tenure](#)" of the American Association of University Professors (AAUP) as subsequently endorsed by the Association of American Colleges with 1970 Interpretive Comments. (See Appendix I). If conflict exists

between the AAUP 1940 Statement of Principles on Academic Freedom and Tenure and the CCSJ Faculty Handbook, the CCSJ Faculty Handbook shall be the final determination.

Following the required probationary period in the rank of assistant, associate, or full professor, faculty members are eligible for tenure consideration.

Faculty members with the rank of assistant or associate professor shall serve a probationary period of at least four years (two year credit may be granted from another institution) before being eligible for tenure consideration. Normally, the faculty member would apply in September of his/her sixth-year probationary period (penultimate year) and either tenure will be granted or the appointment terminated as the circumstances require. A faculty member may apply for tenure in the fifth year. A faculty member appointed initially as professor is eligible for tenure consideration after a three-year probationary period.

## 2.7.2 Procedures For Tenure

See Handbook Section 2.6.2

## **2.8 Separation**

### 2.8.1 Resignation

#### Notice of Resignation

Although entering into contract with the expectation of remaining, faculty members may resign due to changes in circumstances. In such cases, they should give notice not later than nine calendar months before the opening of the next academic year.

### 2.8.2 Retirement

There is no mandatory retirement age.

### 2.8.3 Non-reappointment

In the case of non-reappointment, faculty members who are in their first two years of probationary and/or annual contracts will be notified in writing by March 15. Thereafter, such notification will be given in writing by January 15.

A faculty member with a negative tenure decision will complete his/her penultimate year and be issued a terminal contract for the following year.

#### 2.8.3.1 Non-reappointment for Medical Disability

Non-reappointment of a faculty member for medical reasons will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached in full compliance with state and federal law, and only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the

evidence. If the faculty member so requests, the evidence will be reviewed by the Tenure Judiciary Committee before a final decision is made by the Board of Trustees on the recommendation of the Vice President for Academic Affairs and President. Disability does not terminate the tenure contract outright, but merely suspends it pending certification by medical authorities that the faculty member is able again to perform satisfactorily.

## 2.8.4 Layoff/Reduction in Force

### 2.8.4.1 Criteria

Curtailment or elimination of educational programs may be necessary for reasons of financial exigency, i.e., an imminent financial crisis which threatens the survival of the College as a whole and which cannot be alleviated by less drastic means.

The President, Vice President for Academic Affairs, and other relevant staff shall participate in the determination that a state of financial exigency exists and that all feasible alternatives to termination of appointments have been pursued. The final decision to declare a state of financial exigency rests with the Board of Trustees upon recommendation by the President. Programs may also be discontinued because of declining enrollment, changes in licensing and certification requirements, and/or market forces.

The tenured faculty members have the right of first refusal in teaching areas for which they are qualified by degree and experience. The college is required to negotiate in good faith with tenured faculty members whose programs may be subject to elimination but is not required to sustain employment of persons who for whatever reason can no longer contribute to the educational mission of the college as determined by program and personnel review.

### 2.8.4.2 Procedure - Decision to Lay-off/Reduce Tenured Faculty as Part of Programmatic Elimination

Termination of tenured appointments may be made **provided that** a) all non-tenured faculty within the program area have been previously released, and b) dismissal is in strict accord with the inverse order of rank and seniority within rank within program areas.

### 2.8.4.3 Procedure - Implementation of Decision

If the College, because of financial exigency or elimination of programs, terminates appointments, it will not at the same time create new faculty appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result.

Before terminating an appointment because of financial exigency, the College will make every effort to place the faculty member affected in another suitable position within the College

#### 2.8.4.4 Notice

In all cases of termination of appointment because of financial exigency or elimination of programs, the College shall give the faculty member notice of termination according to the following schedule or terminate the faculty member immediately, but with severance salary for the same period of time: three months' salary for tenure-track faculty and six months' salary for tenured faculty.

#### 2.8.4.5 Recall

In all cases of termination of appointment because of financial exigency or elimination of programs, the position of the faculty member affected **will not be filled by a full-time replacement for a period of two years unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline. Nor shall a part of the terminated faculty member's position be staffed during the same period unless the part-time position(s) has (have) first been offered to the terminated faculty member and a reasonable time is granted in which to accept or decline.**

### 2.8.5 Discharge for Cause

#### 2.8.5.1 Criteria

##### For Cause:

1. Moral turpitude or grave scandal and felony conviction

Gross or repeated violations of norms of good conduct may provide grounds for dismissal. A faculty member convicted of a felony may be discharged immediately.

2. Incompetence

Inasmuch as there is a clear presumption that appointment to tenure is recognition of competence, dismissal on a charge of incompetence must be based on obvious grounds and substantiated by evidence and testimony of the teachers and scholars from the College or from other institutions. Evidence of incompetence should have been identified in the annual review process and strategies for improving performance included in the Annual Plan for Professional Development. The burden rests with the college to establish and document a substandard level of performance.

3. Frequent and serious insubordination and irresponsibility

Failure and unwillingness to perform academic duties as set out in the contract and Handbook, or speech or performance that seriously denigrates the good name of the College, constitute sufficient grounds. Evidence of insubordination should be substantiated in the faculty member's personnel file and the annual review process. Additionally, the Annual Plan for

Professional Development should include mutually agreed upon strategies for improving performance before an action for dismissal is initiated. That action should be based on the faculty member's unwillingness or inability to improve his/her performance as evaluated in the annual performance review process.

## 2.8.5.2 Procedure

### Procedural Guide for Termination of Tenured Appointments

Holding firmly to the necessity of safeguarding the tenure position, the College sets forth a procedural guide for dismissal, recognizing the rights of due process inuring to the faculty member in case of proposed dismissal.

#### 1. Preliminary Proceedings Concerning the Fitness of a Faculty Member to Continue in His Or Her Position at the College

When reason arises to question the fitness of a college faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers ordinarily discuss the matter with her/him in personal conference. The matter may be terminated by mutual consent at this point.

If the President decides to seek dismissal of the faculty member, a statement with reasonable particularity of the grounds proposed for dismissal should be formulated by the President or her/his representative. This statement should also include the date of dismissal and any proposed salary settlement if the charges against the faculty member are substantiated.

Except in cases of moral turpitude or grave scandal or felony conviction, a faculty member with a term appointment is entitled to an equitable salary settlement for the current year and faculty members with tenure should receive their salaries for at least a year from the date of notification of dismissal.

#### 2. Commencement of Formal Proceedings

The formal proceedings should be commenced by a communication addressed to the faculty member by the President, informing the faculty member of the statement formulated, and informing her/him that if so requested, a hearing to determine whether the faculty member should be removed from faculty position on the grounds stated will be conducted by a faculty committee at a specified time and place. In setting the date of the hearing, sufficient time should be allowed to the faculty member to seek legal counsel if desired to prepare her/his defense. The faculty member should be informed, in detail or by reference to published regulations, of the procedural rights that will be accorded. In reply, the faculty member should state whether a hearing is

desired and, if it is, should answer in writing, not less than one week before the date set for the hearing, to the statements in the President's letter.

3. Suspension of the Faculty Member

Suspension of the faculty member during the proceedings involving her/him is justified only if immediate harm to self or others is threatened by her/his continuance. Unless legal considerations forbid, any such suspension should be with pay.

4. Tenure Judiciary Committee

The Tenure Judiciary Committee shall conduct the hearing and reach a decision. (See Section 1.7.3.2 for Committee membership.)

5. Committee Proceeding

The committee should proceed by considering the statement of grounds for dismissal already formulated by the President, and the faculty member's response written before the time of the hearing. If the faculty member has not requested a hearing, the committee should consider the case on the basis of the attainable information and decide whether she/he should be removed; otherwise, the hearing should go forward. The committee, in consultation with the President and the faculty member, should exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the President's letter to the faculty member should be received.

The President should have the option of attendance during the hearing. He/she may designate an appropriate representative to assist in developing the case, but the committee should determine the order of proof and should secure the presentation of evidence important to the case. The faculty member should have the option of assistance by counsel, whose functions should be similar to those of the representative chosen by the President. The faculty member should have the additional procedural rights set forth in the 1940 "Statement of Principles on Academic Freedom and Tenure" and should have the aid of the committee, when needed, in securing the attendance of witnesses. The faculty member or her/his counsel and the representative designated by the President should have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member should have the opportunity to confront all witnesses adverse to her/him.

6. Consideration by Tenure Judiciary Committee

The committee should reach its decision in conference, on the basis of the hearing. Before doing so, it should give opportunity to the faculty member or



her/his counsel and the representative designated by the President to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of the transcript of the hearing if its decision would be aided thereby. It should make explicit findings with respect to each of the grounds of removal presented, and reasoned opinion may be desirable. Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the governing body of the institution. The President and the faculty member should be notified of the decision in writing and should be given a copy of the record of the hearing. Any release to the public should be made through the President's Office.

#### 7. Consideration by Governing Body

The President should transmit to the governing body (Board of Trustees) the full report of the Tenure Judiciary Committee stating its action. On the assumption that the governing board has accepted the reasoning of the faculty committee, acceptance of the committee's decision would normally be expected. If the governing body chooses to review the case, its review should be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the Tenure Judiciary Committee should either be sustained or the proceeding be returned to the committee with objections specified. In the latter case, the committee should reconsider, taking account of the stated objections and receiving new evidence if necessary. It should frame its decision and communicate it in the same manner as before. Only after study of the committee's reconsideration should the governing body make a final decision overruling the committee.

#### 8. Publicity

Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers should be avoided so far as possible until the proceedings have been completed. Announcement of the final decision should include a statement of the committee's original action, if this has not previously been made known.

## 2.8.6 Progressive Discipline

### 2.8.6.1 Minor Sanctions

If the appropriate Department Chair and the Vice President for Academic Affairs believe that the professional conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, they shall notify the faculty member of the basis of the proposed sanction and provide him/her with an opportunity to persuade them that the proposed sanction should not be imposed. (Examples of such conduct include, but are not limited to, dereliction of duties, violation of professional ethics, and misuse of College resources.) A faculty member who believes that a minor sanction has been unjustly imposed may petition the Tenure Judiciary Committee for a hearing following procedures stated in 2.8.5.2. A non-tenured faculty member may petition the Tenure Judiciary Committee to appoint a hearing panel composed of both tenured and non-tenured faculty. Procedures will be the same as for the Tenure Judiciary Committee.

### 2.8.6.2 Major Sanctions

If the appropriate Department Chair and the Vice President for Academic Affairs believe that the professional conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, they may institute a hearing by the Tenure Judiciary Committee to impose such a severe sanction following procedures stated in 2.8.5.2. A non-tenured faculty member may petition the Tenure Judiciary Committee to appoint a hearing panel composed of both tenured and non-tenured faculty. Procedures will be the same as for the Tenure Judiciary Committee. (Examples of such conduct include, but are not limited to, repeated violation of professional ethics, repeated misuse of College resources, harassment, and dishonesty in scholarship.)

## **2.9 Faculty Rights and Responsibilities**

### 2.9.1 General Statement: Contractual Obligations; Interpretation of Standard Contract

#### *College Commitment*

The College commits itself to provide the intellectual, cultural, and physical environment necessary for each faculty member's performance of duties.

#### *Individual Commitment*

The contract is evidence of the appointment of a professional scholar to a specific community of scholars. The primary intent of the individual should be the furtherance of this community's aims and purpose. The obligations are, therefore, threefold: professional fidelity to the art or science to which she/he bears witness; academic exchange with the group of scholars to which she/he belongs; specific duties of teaching, advising, etc., owed to the College in the practical attainment of its ends. These obligations are hers/his to the time of contract expiration; they in no way cease by reason of notice received or given that her/his contract will not be renewed after expiration.

#### *Professional Obligations*

Faculty members bind themselves to continued study and experimentation in order to improve their teaching, their grasp of the material in their field, their professional stature, and their academic standards.

#### *Academic Obligations*

Faculty members agree to take part in curriculum development, setting of admission standards, and such other work as is involved in active membership in their programs and in the College faculty.

#### Specific Duties

Faculty members agree to:

1. Meet their assigned classes at the time and place for the duration specified in the academic calendar. If a situation arises where a class must be cancelled, the faculty member will notify the Vice President for Academic Affairs' Office of any such cancellations.
2. Prior to the start of the Fall semester, the Vice President for Academic Affairs will revise the syllabus template and ensure it is posted to the faculty resources page. Faculty will utilize the syllabus template, being sure to include the mandatory institutional information. Program Directors will ensure all adjunct faculty members utilize the approved current template.

Each semester, instructors are required to furnish electronic copies of their syllabi to the Program Director for review. The Program Director will then forward to the Vice President for Academic Affairs and ensure syllabi are posted accordingly.

3. Cover the subject matter of their courses as outlined in the CCSJ Catalog in concert with college mission and goals, as well as program objectives.
4. Maintain an environment conducive to academic exploration and learning.
5. Keep reasonable office hours for advising and consulting with students. Post office hours and include them on all syllabi. Each member of the faculty will be expected to schedule office hours for student conferences equaling at least the number of semester hours taught.
6. Attend the College functions such as Senate meetings, department meetings, convocations, commencement, professional development activities, committee meetings, etc.

### 2.9.2 Appearance/Dress Code

Because all employees represent the College in their work and especially in their contact with various publics, their conduct and appearance are expected to be professional and consistent with the mission of the College. Therefore, employees are expected to maintain a professionally acceptable appearance. “Business” and “business casual” are considered equally appropriate forms of everyday attire for faculty. Faculty may dress somewhat more casually for events such as field trips and athletic events, where casual attire is appropriate and expected, and also on an as needed basis for health reasons.

### 2.9.3 Academic Freedom

The College is guided by the [1940 Statement of Principles on Academic Freedom and Tenure with 1970 Interpretive Comments](#) of the American Association of University Professors as its operating procedure, and it expects that faculty members will do likewise (see Appendix I).

### 2.9.4 Professional Ethics

Academic freedom carries with it certain responsibilities. The [AAUP Statement on Professional Ethics](#) (1987/2009 revision) serves as one reminder of the variety of obligations that are part of the integrity of the academic profession. The College is guided by this statement and expects its faculty members to be guided by it. (See *Appendix J*)

### 2.9.5 Title IX

Title IX is a federal law that prohibits sex discrimination in federally-funded education programs and activities. For further information, including prohibited behaviors, see the College's Title IX policy, available via the College website.

### 2.9.6 Conflicts of Interest

A conflict of interest occurs when a full time faculty member's outside remunerative employment conflicts and/or interferes with contractual duties and responsibilities.

Faculty members should be alert to the possible effects of outside remunerative employment on their obligations to the College. However, when faculty members have doubts about whether or not such employment may involve a conflict of interest, they are expected to consult with their Program Director and Department Chair. Likewise, when the employment may appear, during the reporting process, to conflict with the College's financial interest, the Chair is expected to inform the faculty member of that possibility.

Subsequently, if the faculty member's activity does appear to conflict with the College's fiscal interest, then the following steps should be taken:

- The Department Chair should provide the faculty member with evidence that a violation has (or apparently has) occurred. If the parties cannot agree on a resolution, then the evidence will be provided to the Vice President for Academic Affairs for review.
- The Vice President for Academic Affairs will seek an informal resolution that is acceptable to both parties, and failing resolution may seek to resolve the problem through the progressive disciplinary procedures. (See Handbook Section 2.8.6.)
- The faculty member will not be prohibited from participating in the outside remunerative activity until a final decision has been rendered.

## **2.10 Faculty Professional Development**

Each faculty member submits an *Annual Plan for Professional Development* to the Department Chair who then submits it to the Office of the Vice President for Academic Affairs.

### 2.10.1 Sabbatical Leave

Sabbatical Leave is basically recognition of accrued merit. It is available to a full-time faculty member only upon her/his completion of six successive years of full-time teaching at the College. Granted primarily for education, research, and professionally related travel, it will normally be given for a period of only one year at a time. The Sabbatical Leave affords opportunity for concentrated study, stimulus to a widening of educational experience, and leisure for contribution, through writing, to the total of

recorded learning. Properly used, it should benefit both the faculty member and the College.

In this context a year of teaching consists of two full semesters. Sabbatical Leave carries with it a compensation amounting to 50 percent of the faculty member's salary in the most recent two semesters.

Faculty members may choose one of two ways of taking Sabbatical Leaves.

- If they elect the full-year Sabbatical Leave, they will receive compensation as described above, and will return to duty at the beginning of the next academic year.
  
- If they elect the partial Sabbatical Leave (i.e., one semester), they will receive full compensation.

In either case, the College retains their names on the roster during their absence. On completion of the Sabbatical Leave, they are obligated to resume teaching at the College for at least one year thereafter. They will be eligible for a second Sabbatical Leave only after the completion of six more years of teaching following the sabbatical year.

Approval of a Sabbatical Leave is contingent on such factors as finances, the current possibilities for adequate substitution, etc. The College espouses the policy of Sabbatical Leave as an enlightened one and implements it whenever possible. In no case is sabbatical leave an entitlement. Each case is considered on its own merits and in the light of current circumstances.

#### Application for Sabbatical Leave

Application for the sabbatical leave is to be made to the Vice President for Academic Affairs and appropriate Program Director and Department Chair at least one academic year before the time in which it is to begin. The applicant will present detailed plans concerning her/his project, its purpose, duration, procedure, value, etc. With this in mind, the Vice President for Academic Affairs will discuss this information with the applicant. The Vice President for Academic Affairs forwards his/her recommendation to the President. The President will then make a final decision. If the decision is positive, the recommendation goes to the Board of Trustees at its March meeting for final approval. If the decision is negative, the President informs the faculty member.

A faculty member granted Sabbatical or Requested Leave must render a report on leave activities to the Vice President for Academic Affairs upon return to active duty. A faculty member enjoying an extended leave will submit a report to the Vice President for Academic Affairs once a year.

## 2.10.2 Educational Leave

### Requested Leave of Absence

Faculty members may at any time request a leave in order to continue their professional training and/or personal renewal. Although the College seeks generally to engage only such persons as already have sufficient pertinent training, it encourages the individual's desire for academic self-improvement. There is no automatic emolument attached to an educational leave. The procedures for requesting an educational leave are the same as those for sabbatical leave.

## 2.10.3 Directed Assignment

The College may initiate a leave by offering to an individual a special assignment which is peculiarly advantageous in itself and for which the faculty member seems particularly fitted. The College will in most cases accompany the offer with a proposal concerning a stipend. The terms of the leave will be negotiated between the College and the faculty member.

## 2.10.4 Professional Development Financial Support

Financial support for professional development is allocated to each program. Faculty members may request such funds with approval from the Program Director, Department Chair, Vice President for Academic Affairs and President. The application form for professional development funds is included in Appendix G of the Faculty Handbook.

## **2.11 Workload**

### 2.11.1 Academic

#### 2.11.1.1 Teaching, Preparations

##### *Normal Load/Overload*

The normal teaching load is 24 semester hours per academic year. Overloads shall be determined on an academic year basis and shall be paid pursuant to 2.15.2. In general, no faculty member may teach more than three credit hours per semester as an overload. All overload assignments must be approved by the Vice President for Academic Affairs. In computing credit hours, two laboratory hours will be the equivalent of one semester hour.

##### *Pro-Rata Faculty*

Pro-Rata faculty are those faculty who have less than a full time appointment. The normal teaching load for a faculty member classified as Pro-Rata is 12 semester hours per academic year.

### *Directed Study/Arranged Courses*

Directed study (catalogued courses taught by arrangement) and arranged courses will be compensated separately. Faculty generally are limited to a maximum of two directed study/arranged courses per academic term during the academic year, unless otherwise requested by the Vice President for Academic Affairs.

#### 2.11.1.2 Release Time

Some faculty members are “released” from some part(s) of their normal teaching load for assigned responsibilities for which they are held accountable to their appropriate supervisor. Release time for academic-related assignments is frequently related to special projects and grants funded by external agencies. Any faculty member with a release time assignment must receive written approval from the Vice President for Academic Affairs before he/she is to assume any overload assignment. (See Handbook Section 2.11.1.1.)

#### 2.11.1.3 Committees

Every full-time faculty member, with the exception of first-year tenure track faculty members who are expected to focus exclusively on teaching, is expected to serve on appropriate college committees.

#### 2.11.1.4 Scholarly Activity

Faculty members are expected to continue scholarly activity in their area(s) of expertise.

#### 2.11.1.5 Outside Employment/Consulting

When a faculty member accepts full-time employment at the College, the College assumes the primary claim on the person’s employment time. If outside employment, including appointments, teaching, and / or engaging in research or service projects for or at other colleges or universities, is found to conflict and/or interfere with the duties and responsibilities of a faculty member, the faculty member must limit or terminate such activities at the College’s request.

Faculty must annually complete the External Activity Form (see Appendix K) and submit it to the Vice President for Academic Affairs at the beginning of each academic year. If the Vice President for Academic Affairs determines that a conflict of interest exists, the Vice President for Academic Affairs will notify the faculty member of the need to terminate the activity following the procedure established in section 2.9.6.

#### 2.11.1.6 Student Advising/Office Hours

Each faculty member is expected to schedule office hours equaling the number of semester hours taught. See Handbook Section 2.9.1 "Specific Duties."





## **2.12 Working Conditions**

### 2.12.1 Academic Regalia

Faculty members are expected to be in academic regalia for commencement and special convocations.

### 2.12.2 Patent

The College encourages creative scholarly activity. A faculty member, who in the course of his/her regularly assigned duties and responsibilities and compensation and/or in using college facilities and equipment achieves a patent or other commercial gain from the activity, will negotiate with the Vice President for Academic Affairs and Vice President for Business and Finance the assignment of the discovery and/or rewards. Consistent with customs in higher education, however, ownership of textbooks and manuscripts and their royalties belong to the author except in the case when the material is prepared as an assigned College responsibility and College resources are used, in which case it is College property.

### 2.12.3 Research

The College attempts to provide reasonable resources and support for scholarly activity. Proposals for projects requiring special resources and /or equipment must be approved by the Vice President for Academic Affairs. Support for scholarly achievement in research and publication includes release time, professional development funds, and paid and unpaid sabbaticals.

### 2.12.4 Copyright - Photo Copy

Faculty members using the College's reproduction and copying facilities to reproduce previously published material are fully responsible for certifying that such reproduction does not violate provisions of the Federal Copyright Act and/or the "fair-use doctrine."

### 2.12.5 Human Subjects Policy

The College requires that all administrative projects (e.g., questionnaires, surveys, etc.) and research involving human subjects being conducted by the administrator or staff member and using College facilities be reviewed by the President or his/her designee.

The Institutional Review Board (IRB) ensures that faculty, administration, staff, and students who conduct research at Calumet College of St. Joseph do so in a manner that is ethical and consistent with federal guidelines. The mission of the IRB is to protect both the rights and well-being of research participants and the integrity of research projects conducted at the college. In short, the maxim of "do no harm" applies to all research projects.

The initial obligation of all researchers is to be familiar with and adhere to Titles 45 and 46 of the Code of Federal Regulations. The specific procedures and requirements related to research involving human subjects are set out in detail in these codes.

Accordingly, the policy outlined here does not and cannot replace the legal and ethical duties articulated in the code. Instead, this policy is designed to highlight certain guidelines for the benefit of any administrator, researcher, faculty member, advisor or instructor at the college.

The composition of the IRB will consist of five representatives, one each from the faculty, Board of Trustees, library/ technology, administration/religious order, and an individual from the community who is not otherwise affiliated with the college. Each member is appointed by the Vice President for Academic Affairs.

Much, if not all, undergraduate research entails little risk of harm to research participants. Classroom research assignments conducted by undergraduate students are generally deemed beyond the scope of the IRB guidelines. In the event that a faculty member or instructor has concerns of any potential harm to any human subject, then it is the policy of the college that a summarization of the particular research assignment shall be submitted to the IRB liaison.

The liaison will then make a determination as to whether the research can be used within the class, or whether it requires a formal review. If a formal review is required, the faculty member must follow the procedures set out below.

#### 2.12.5.1 Research Conducted By or Involving Students

1. When students conduct research or when students work with faculty on research projects, the researcher (hereinafter referred to as “principal investigator”) is required to complete and sign the *Documentation of Review and Approval* form and complete a *Checklist for Investigators*. (See Appendix L.)
2. The forms are submitted and reviewed by the faculty advisor for approval. If the faculty advisor deems the research and the methodology as posing little or no risk to human subjects, the faculty advisor will sign the *Documentation of Review and Approval* form. If the faculty advisor deems the research and methodology poses an unreasonable risk to human subjects, specifically including the confidentiality of data or the identity of any respondent, then the faculty advisor shall suggest appropriate safeguards or other such techniques designed to cure or minimize any risk related to the research. It is incumbent upon both the principal investigator and the faculty advisor to remedy or resolve successfully any such risks. If in the professional opinion of the faculty advisor this cannot be achieved, then the research project should be abandoned or otherwise delayed or amended until such time that any unreasonable risk has been resolved.
3. If approved, the research submittal is forwarded to the IRB liaison. The liaison shall review the research forms and accompanying submittals and prepare them for presentation. A copy will be made for each board member. It

is the responsibility of the liaison that each board member receives a copy of the file in a timely manner. The liaison shall act as a resource for the board for both legal and technical questions.

4. If the research and methodology is deemed as posing little or no risk to human subjects, an IRB member will sign the *Documentation of Review and Approval* form, which demonstrates the approval of the Institutional Review Board. The liaison is responsible to ensure that all forms are properly completed and that the principal investigator receives the approval in a timely manner. The liaison shall also ensure that copies of the forms and submittals are properly coded and filed. The principal investigator may then proceed with the research.

5. If the IRB rules that the research or methodology poses an unreasonable risk to human subjects, specifically including the confidentiality of data or the identity of any respondent, then IRB will not approve the research. In such cases, the reason for non-approval will be documented on the *Documentation of Review and Approval* form. The liaison will ensure that the decision along with the submittals will be returned to the faculty advisor in a timely manner. If, in the professional opinion of the faculty advisor, the defects within the research project cannot be cured, then the research project should be abandoned, delayed or amended until such time that any unreasonable risk has been resolved.

#### 2.12.5.2 Research Conducted by Faculty or College Initiated

1. When a faculty member conducts research, or when an employee, agent, administrator, staff, or faculty member is involved in a research project based from a college funded or sponsored institution, the researcher (hereinafter referred to as "principal investigator") is required to complete and sign the *Documentation of Review and Approval* form and the *Checklist for Investigators*. (See Appendix L.)

2. The forms are then submitted to the Department Chair for review and approval. If the Department Chair deems the research and methodology as posing little or no risk to human subjects, the Department Chair will sign the *Documentation of Review and Approval* form. In the case of college initiated research, the designated Vice President signs the appropriate form.

3. If the research or the methodology is deemed to pose an unreasonable risk to human subjects, specifically including the confidentiality of data or the identity of any respondent, then the Department Chair shall suggest appropriate safeguards or other such techniques to cure or minimize any risk related to the research. If this cannot be achieved, the project should be abandoned or otherwise delayed or amended until such time that any unreasonable risk has been resolved.

4. Upon approval by the Department Chair, the project documentation

shall be forwarded to the IRB liaison. The liaison shall review the submittal and prepare the documentation for presentation to the IRB. It is the responsibility of the liaison that each board member receives a copy of the file in a timely manner. The liaison shall also act as a resource for the board for both legal and technical questions.

5. If the research and methodology is deemed as posing little or no risk to human subjects, an IRB member will sign the *Documentation of Review and Approval* form signifying IRB approval. The liaison will ensure that the principal investigator receives the approval in a timely manner and that documentation is properly recorded and filed. The principal investigator may then proceed with the research.

6. If the IRB deems that the research or the methodology poses an unreasonable risk to human subjects, specifically including the confidentiality of data or the identity of any respondent, then the IRB will not approve the research. The non-approval will be documented on the *Documentation of Review and Approval* form. The liaison will then ensure that the decision with submittals will be returned to the Department Chair or Vice President for Academic Affairs in a timely manner. If, in the professional opinion of the Department Chair or the Vice President for Academic Affairs, the defects within the research project cannot be cured, then the research project should be abandoned, delayed or amended until such time that any unreasonable risk has been resolved.

#### 2.12.5.3 Animal Research

All faculty projects involving animals must be reviewed and approved by the Vice President for Academic Affairs.

#### 2.12.6 Hazardous Waste

The College requires that all projects involving biohazard and/or radioactive materials be approved for usage and safety procedures by the Vice President for Academic Affairs.

#### 2.12.7 Offices and Equipment

All full-time and ranked part-time faculty are assigned private office space for use while on campus. Part-time instructors and adjunct faculty share offices. A list of assigned rooms is issued each semester by the Office of the Vice President for Academic Affairs.

#### 2.12.8 Unattended Children

Unattended children are not permitted inside the College building. Those adult students who wish to have their children use the resources of the College library and whose children are well behaved while in the building may permit their children to use the library. Under no

circumstances will children be permitted to roam the halls or other spaces unattended. Faculty should make this policy known to their students.

## **2.13 Leaves**

### 2.13.1 Leaves of Absence With Pay

#### 2.13.1.1 Holidays

Reviewer	Status	Notes
	Not started	
	In progress	
	Under review	
	Approved	

The following holidays are observed at the College:

New Year's Day	Martin Luther King Day
Good Friday	Memorial Day
4th of July	Labor Day
Thanksgiving Day	Friday after Thanksgiving
Christmas Eve	Christmas Day
New Year's Eve	

The College also observes a week-long Fall Break and Spring Break.

#### 2.13.1.2 Sick/Disability

Sickness. Absences are permitted from class due to sickness or accident. The College reserves the right to require a physician's certificate.

Extended Illness. The College provides standard benefits; contact the Human Resources office for specifics.

#### 2.13.1.3 Bereavement

Demands (for short periods) because of illness or funeral in one's immediate family may be granted.

- a. A faculty member shall be allowed up to a maximum of three days paid leave for a death of a member of the immediate family. The immediate family of a College employee shall be defined as: spouse, parent, child, grandparent, grandchild, sibling or corresponding in-laws or step relatives.

- b. A faculty member shall be allowed one working day of paid leave for the death of an uncle, aunt, niece, nephew or first cousin.

#### 2.13.1.4 Maternity/Family

Pursuant to the Family and Medical Leave Act, contact the Human Resources office.

#### 2.13.1.5 Personal

Absence (properly approved and certified) is permitted, furthermore, for some other contingencies:

1. Attendance at professional meetings with approval of the Vice President for Academic Affairs.
2. Unforeseen individual emergencies for which the Vice President for Academic Affairs may grant excuses. Justification for absence permits lies in their intrinsic propriety. Emergency cases are to be reported just as quickly as possible. There is here no fixed maximum, it being understood that the number will naturally be kept to a minimum.

#### 2.13.1.6 Vacation Accrual for Faculty on 12-Month Contract

Faculty on 12-month contracts accrue 1.83333 vacation days per month from the date of employment up to a maximum of thirty (30) working days. This maximum can be maintained until vacation days are used.

Request for vacation must be approved by the Department Chair and the Vice President for Academic Affairs. Vacation records are maintained in the personnel file.

### **2.14 Fringe Benefits**

With respect to faculty welfare and financial benefits accruing to faculty members, two considerations dominate the policy of the College.

On the one hand, the College is interested, so far as its resources permit, in providing for its faculty conditions of employment that will allow them to work at optimum efficiency, unburdened by excessive financial worries. For this reason, faculty salaries are set on as high a level as conditions allow and include certain fringe benefits.

On the other hand, the College is concerned that a faculty member does not become a financial liability (moral or legal) of the College because of personal adversity or inability to perform contractual services. The terms of employment presuppose that remuneration is for services actually rendered. Hence, it is apropos here to reiterate the policy that when services cease or are impaired, salary ceases or is reduced. Retirement implies cessation of salary payment unless there are provisions to the contrary, and disability owing to sickness or accident may imply eventual release or non-reappointment.

Hence, to protect both the faculty and the College against undue risk and liability, the College deems it an obligation of faculty members to avail themselves of the benefits for which they are eligible.

## 2.14.1 Mandatory

### 2.14.1.1 Worker's Compensation

Contact the Human Resources office.

### 2.14.1.2 Social Security

The College makes the normal Social Security contribution required by law.

## 2.14.2 Carrier

### 2.14.2.1 Health Plans

Hospitalization, Major Medical Insurance, and Health Savings Accounts

Comprehensive Medical Benefits are available to each full-time employee and his / her eligible dependents at the employee's option through the College's current medical health care provider. Dental and vision coverage are available through the same provider. Each full-time employee has a Health Savings Account to which he or she, together with the College, contributes.

### 2.14.2.2 Retirement

#### *Eligibility*

All full-time faculty, administrative officers, and support staff may participate in the Teachers Insurance Annuity Association Retirement Plan upon appointment.

The current contribution percentage for employees is a minimum of 1% of their annual salary deducted in semi-monthly installments.

#### *Retirement Plan*

Contributions are made by the college to both the TIAA and the College Retirement Equities Fund (CREF), which offer a variety of mutual funds, bond funds, money market funds, and annuities that can be combined and selected to



fit an individual investment profile. This benefit allows individuals to choose pre-tax contributions and receive a matching contribution paid directly by the College to their account, according to their employment status and fund selection. Prior to 2012 the matching contribution paid by the College was 8%; since 2012 it has been 6%. As of 2014, discussion by the Board of Trustees as to possible reinstatement of the 8% contribution was / is ongoing.

#### 2.14.2.3 Short/Long Term Disability

Full-time employees will receive salary continuation during absences from work due to non-work related injury or illness. This payment is determined by the employee's length of service immediately preceding the date of injury or illness. Details may be obtained from the Human Resources office.

Full-time employees unable to work due to more serious injury or illness are covered under the College's current life insurance provider. Salary continuation under this program begins after the employee is off three months and one day. The benefit pays 60% of salary until the employee's return.

#### 2.14.2.4 Life Insurance

Each faculty member is provided with a life insurance policy, the beneficiary of which the faculty member designates. Additional term life insurance is available at nominal premiums. Accidental Death and Dismemberment insurance is also provided and equals the same dollar value as the life insurance. During enrollment, faculty may also elect to purchase additional Accidental Death and Dismemberment benefits.

### 2.14.3 Institutional

#### 2.14.3.1 Tuition Remission/Grants

Full-time employees of the College may take up to thirteen credit hours per semester tuition free at the College. Employees who enroll for more than thirteen credit hours will be responsible for the additional tuition incurred. Employees are also responsible for payment of all fees and books. Employees who enroll in directed and/or arranged courses are responsible for all charges, including tuition and fees, and for meeting deadlines. Employees may attend, only at CCSJ, up to three credit hours during their normal work schedule providing that a flexible work arrangement has been approved by the employee's supervisor and Vice President. If approved, the Vice President will notify the Human Resources Department in writing.

Spouses and dependent children of full-time employees may take unlimited credit hours per year tuition-free at the College. Employees and their dependents applying for tuition remission are to enroll for class during late registration and are subject to class availability except for directed and arranged courses. Federal and State grants and other awards will be applied to the employee's tuition, fees, and books before the tuition benefit is applied.

#### Disability Provision

If the full-time faculty or administrative member dies or becomes permanently and fully disabled while in the service of the College, dependent children shall maintain eligibility for the tuition grant. Students are responsible for payment of all fees.

#### Policy Review

This policy is subject to review by the College at any time. Further, the tuition grant is not a negotiable item and should not be considered in the determination of, or justification for, the salary payment of any eligible employee.

#### *2.14.3.1.1 Tuition Exchange Programs (two programs)*

The College's participation in the Council of Independent Colleges Tuition Exchange Program (CIC-TEP) allows dependents of full-time employees to attend private CIC member institutions tuition free. Students are responsible for all non-tuition charges at the institution in which they enroll. Complete program guidelines and listings of CIC institutions are available from the Office of the Vice President for Business and Finance, which guides and supervises the application process. Because space is sometimes limited, applications should be completed and returned in a very timely manner to the Office of the Vice President for Business and Finance.

The College also participates in The Tuition Exchange, a national tuition scholarship program that allows dependents of full-time employees to attend participating institutions tuition free. Unlike CIC-TEP, The Tuition Exchange is a scholarship program for which dependents must apply; tuition remission is not guaranteed but depends on the quality of the candidate, the number of students being "exported" from our institution and "imported" into the target school, and other factors. Schools in The Tuition Exchange limit the number of students whose tuition can be waived. As with CIC-TEP, applications to The Tuition Exchange are done with guidance and supervision of the Office of the Vice President for Business and Finance.

### 2.14.3.2 Computer Loan Program

The College has approved a plan to make available a computer loan program. This program will allow each full-time employee the opportunity to borrow College funds interest-free to purchase personal computer equipment. Full-time employees may borrow up to \$2,000 to acquire personal computer equipment; the loan is then paid off through payroll deductions (\$50 per pay period). For further information and rules about the Computer Loan Program, please refer to the *Support and Administrative Employee Handbook*, Section 5:4.

### 2.14.3.3 Parking

On-campus parking is available to the west of the main building, adjacent to the Rittenmeyer Center and west of the residence hall. A number of spaces in each section are designated for Handicapped parking.

## **2.15 Compensation Policies**

### 2.15.1 Salary

#### *Criteria*

The following criteria are taken into consideration in setting an individual salary within the scale.

1. Base Salary: Determined upon entry; dependent upon degrees and, if relevant, on the competitive job market.
2. Changes in national salary rates, as published by the United States Department of Labor.

#### *Current Scale*

A copy of the current scale for part-time faculty is available in the office of Human Resources.

#### *Salary Review*

Consistent with the C.PP.S. Mission Statement (2.1) “pursuing justice. . .,” the College periodically reviews all salaries for any inequity.

### 2.15.2 Payroll Period

Paychecks are issued semi-monthly. Paychecks are transmitted via direct deposit to the designated bank account of the employee. The employee may obtain information related to each pay period showing deductions, pay amount, and other information from the college and/or vendor’s websites. Overload payments for Term I and Term II will be made on November 30 and March 30 respectively.

Paychecks of part-time faculty members are issued twice during the semester on the dates stipulated on the contracts. Paychecks are transmitted via direct deposit to the designated bank account of the part-time faculty.

#### 2.15.2.1 Garnishment of Wages

When following a court order of garnishment of wages, the College will assess the employee the court-suggested fee to help cover the administrative and bookkeeping costs.

#### 2.15.3 Payroll Deductions

Deductions are calculated for taxes, retirement, insurance, credit union, and Computer Loan Program.

#### 2.15.4 Credit Union

CCSJ employees are eligible to join the Regional Federal Credit Union. Those opting to do so may enroll into many financial services through direct payroll deductions. Credit Union information is available from Human Resources and Payroll.

## **2.16 Grievance**

### 2.16.1 Definition

A grievance is an allegation by a faculty member that he/she has suffered direct injury as a result of: a) an action by an administrative officer of the College that deviated materially from the existing policies or procedures of the College; or b) an action by an administrative officer of the College that was arbitrary, capricious, unreasonable, or contrary to the facts.

"Action," as used in this policy, includes the failure or refusal of an administrative officer of the College to take action. "Administrative officer," as used in this policy, refers to any individual exercising administrative authority.

### 2.16.2 Procedure

The College encourages the use of informal discussions between faculty members and administrators as the first means to resolve grievances. Formal procedures are not to be used until it is apparent that they will not resolve a grievance.

A faculty member shall initiate formal procedures by filing a written statement of grievance with the chair of the Tenure Judiciary Committee. This written statement shall contain a) a description of the action about which the faculty member is grieving; b) the grounds upon which the faculty member is grieving the action including an identification of the applicable policy or procedures, if any; c) a description of the events leading to the action about which the faculty member is grieving; d) a statement of the injury suffered by the faculty member and the date thereof; and e) a statement of the

remedy sought by the faculty member. The faculty member should attach copies of relevant documentation.

The chair of the Tenure Judiciary Committee will initiate procedures described in 2.8.5.2

### 2.16.3 Appeals

The faculty member may appeal the decision in writing to the President.