



FACULTY HANDBOOK

2022

rev. 5/17/2022

FACULTY HANDBOOK 2021-2022

CONTENTS

SECTION I: PURPOSE OF THE FACULTY HANDBOOK	2
SECTION II: THE INSTITUTION	2
SECTION III: THE ADMINISTRATION	7
SECTION IV: FACULTY STATUS AND RANK	8
SECTION V: FACULTY APPOINTMENT POLICIES	10
SECTION VI: FACULTY RESPONSIBILITIES	12
SECTION VII: FACULTY GOVERNANCE	17
SECTION VIII: ACADEMIC WORKLOADS	19
SECTION IX: EVALUATION OF FACULTY	20
SECTION X: CONTRACT RENEWAL AND PROMOTION	21
SECTION XI: FACULTY COMPENSATION AND BENEFITS	21
SECTION XII: FACULTY DISCIPLINE	23
SECTION XIII: SEPARATION FROM SERVICE	24
SECTION XIV: GRIEVANCE PROCEDURES	27
APPENDICES	
APPENDIX A: AAUP Statement on Professors and Political Activity	29
APPENDIX B: AAUP Statement of Professional Ethics	30
APPENDIX C: Annual Evaluation Form	31
APPENDIX D: Classroom Observation Form	32
APPENDIX E: USK Teachout Policy	34
APPENDIX F: USK Late-Work Policy	35

SECTION I. PURPOSE OF THE FACULTY HANDBOOK

The USK *Faculty Handbook* is designed to help all members of the University of St. Katherine community better understand the special role of faculty at the University, and it complements the *Employee Handbook* and the *Academic Catalog*.

Any member of the faculty can propose changes to the *Faculty Handbook*. Any proposed changes should be submitted to the Chief Academic Officer (CAO), who will take them to the Academic Senate for review. Recommendations from the Academic Senate will be submitted to the President for final approval.

Changes to the *Faculty Handbook* made after the annual publication date will be considered in effect and will be on file in the Office of the Chief Academic Officer and posted online. Faculty members who have questions about the Handbook should submit them to their Department Chair or to the Chief Academic Officer.

The *Faculty Handbook* contains the approved policies and procedures of the University concerning the terms and conditions of faculty employment and is incorporated into the individual contract of each full-time faculty member. Where the terms or provisions of an individual contract or letter of appointment are inconsistent with the general policies contained in the *Faculty Handbook*, the provisions of the individual contract shall supersede. Otherwise, provisions of this Handbook are considered binding on all parties.

SECTION II. THE INSTITUTION

A. Mission

The mission of the University of Saint Katherine is “To provide a balanced education in the liberal arts and sciences founded and rooted in the life of the Orthodox Christian Tradition – Inquiry Seeking Wisdom.”

The University aims to help students integrate their intellectual and spiritual lives, their formal learning with knowledge gained from lived experience, and their academic pursuits and personal development. To this end, it envisions an undergraduate and graduate education characterized by a high degree of faculty-student interaction, curricula that are both communal and individualized, and opportunities for research and creative pursuits inside and outside the classroom. Students will receive a broadly based, rigorous education in a setting that fosters a spirit of intellectual inquiry and the development of critical thinking and problem-solving skills.

Because learning from people who are different from oneself is essential to a superior liberal education and to a life of civic engagement, the University values both a faculty and a student body diverse in demographic composition, life experiences, and viewpoints. The University also believes that our sense of community and the learning experience will be enriched by the living Orthodox Christian Tradition.

B. Values

Academic excellence through a Christian worldview furthers intellectual, creative, ethical, and social development through a broad range of programs centered on the liberal arts and sciences.

Student-focused, Christ-centered community that embraces mutual respect, collaboration, and diversity for the welfare of the individual and the institution.

The history, traditions, and culture of the Orthodox Christian Faith that foster distinctive opportunities for innovative academic programs and relationships that advance our public mission locally, nationally, and globally.

C. History and Distinctives

The University of Saint Katherine was founded by Frank Papatheofanis, MD, PhD and incorporated on June 30, 2010, as a California non-profit corporation under the name Saint Katherine College. It received approval to operate from the California Bureau of Private Postsecondary Education in 2011. The University was originally located in Encinitas, California, and moved to its current location in San Marcos, California, in August 2014. From its founding, the University has offered BA and BS degrees in the liberal arts and sciences taught in the context of an Orthodox Christian worldview. Classroom instruction began in September 2011 with fourteen enrolled students, and has grown since then to more than 200 students. Our first commencement and graduation occurred in May 2013, when just one student graduated. In 2022 we will graduate more than 50 students. The University is the only independent Orthodox Christian University in the world. It is not part of a larger system or organization and is not formally affiliated with any religious organization.

USK offers a unique mix of degree programs that focus on four major disciplines: the BA in Arts and Humanities with concentrations in Art, Communications and Public Relations, English Language and Literature, History, Music, Orthodox Christian Theology, and Psychology; the BA in Business Management, with concentrations in Digital Marketing, Human Resource Management, and Supply Chain and Project Management; a BS in Kinesiology, with concentrations in Health Science and Exercise Science & Sport Performance; and a BS in Natural Sciences, with concentrations in Biological Sciences, Chemistry & Biochemistry, and Applied Biological Health Sciences.

USK has been widely recognized for its unique curricula and academic excellence. On February 19, 2016, the University was accredited by the Western Association of Schools and Colleges (WASC) Senior College and University Commission (<https://www.wascsenior.org/institutions/university-saint-katherine>).

On May 2, 2016, the University was granted an “A” rating by the American Council of Trustees and Alumni (ACTA) in the nationwide *What Will They Learn?* survey. This survey evaluates and rates each college on seven liberal arts and sciences core subjects: composition, literature, foreign language, U.S. government and history, economics, mathematics, and natural science. ACTA has evaluated more than 1,100 institutions, and only 25 received an “A” rating (<http://whatwilltheylearn.com/a-list>).

On November 14, 2016, WASC approved the institutional name change from Saint Katherine College to the University of Saint Katherine.

D. Orthodox Christian Identity

USK is an independent institution of higher education formed in the Orthodox Christian tradition. There are approximately 300 million Orthodox Christians worldwide whose faith is rooted in the teachings of Holy Scripture, the Nicene Creed, and the historic texts and Ecumenical Councils of the Christian Tradition. The President serves on the Theological Education Committee of the Assembly of Canonical Orthodox Bishops of North and Central America. The University is named after Saint Katherine of Alexandria, a noted scholar and martyr of the 4th century. The Office of Faith and Service, in conjunction with the Director of Student Affairs, coordinates and supervises a rich program in spiritual formation at the University. Chapel services are celebrated each week with the entire community. There is an active chapter of the Orthodox Christian Fellowship and the Fellowship of Christian Athletes on campus.

Students are encouraged to attend regular services at a church of their choice and participate in the life of local church communities. All members of the community are asked to consider the University's Orthodox Christian identity, and are invited to participate in the spiritual life of the institution.

E. Academic Freedom at USK

a. Framework for Academic and Political Freedom

USK assumes that its faculty is composed of mature and conscientious persons who fulfill their responsibilities without close supervision and meticulous rules. The primary responsibilities of each faculty member are effective teaching, service to the academic community, and scholarly or creative productivity. All faculty members are expected to develop a clear understanding of their particular responsibilities and to fulfill them on their own initiative in their own creative manner, consistent with the goals and policies of the University and their subject areas.

USK subscribes to the tenets of the AAUP statements of 1940, 1966 and 1969 on academic freedom, tenure and political activity, which statements were revised in 1989 and 1990 but which do not constitute official University policy (see Appendix A, "American Association of University, Professors Statement on Professors and Political Activity").

These AAUP statements are advisory in nature. In the event of a conflict between an AAUP statement and a faculty member's written Agreement or any provision of this Faculty Handbook, the terms of the Agreement or Handbook will prevail. Tenured appointments have been deferred to a future date pending approval from the Board of Trustees.

b. Policy for Freedom of Expression

USK reaffirms its commitment to the principle that the widest possible scope for freedom of expression is the foundation of an institution dedicated to vigorous inquiry, robust debate, and the continuous search for a proper balance between freedom and order. The University seeks to foster an environment in which persons who are legitimately on its campus may express their views as widely and as passionately as possible. At the same time, the University pledges to provide the greatest protection possible for controversial, unpopular, dissident, or minority opinions. The University believes that censorship is always suspect, that intimidation is always repugnant, and that attempts to discourage constitutionally protected expression are antithetical to the central focus of the University's mission: education and discovery of new knowledge. It is the policy of

USK to maintain and encourage full freedom, within the law, of inquiry, teaching, and scholarly activity. In the exercise of this freedom faculty members may, without limitation, discuss subjects related to course content in the classroom; faculty members should, however, be careful not to introduce into their teaching controversial matter that has no relation to their subject.

The principle of academic freedom shall be accompanied by a corresponding principle of responsibility. It is advised that faculty use judicious discernment when engaging in matters outside of their disciplinary expertise. A faculty member has the same freedoms as other citizens. However, it must always be made clear when the faculty member is not speaking as an institutional spokesperson.

USK officials or other members of the University community in a position to review posters, publications, speakers, performances, or any other form of expression may establish legitimate time, place, and manner regulations for the maintenance of an orderly educational environment; however, they may not prohibit expression for any reason related to the content of the expression, except as permitted in those narrow areas of expression devoid of federal or state constitutional protection.

Speakers invited to campus by USK organizations or individuals, and other speakers who may be legitimately present on campus, will be given the utmost protection to communicate their messages without disruptive harassment or interference. Opponents of those speakers enjoy the same protections for expressing their dissent.

All members of the University community share the duty to support, protect, and extend the commitment to the principle of freedom of expression, and to discuss this commitment with groups or individuals who seek to take part in university life. While all persons may seek peacefully to discourage speech that may be unnecessarily offensive to particular individuals or groups, or speech that may be antithetical to USK's values, those persons must nevertheless support the legal right of free speech.

c. Students' Freedom of Expression and Inquiry Policy

The professor in the classroom and in conference should, consistent with the nature of the course, encourage free discussion, inquiry, and expression. Evaluation of student performance should not be based on opinions unrelated to academic standards. Students should be free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they enroll. Students have protection through orderly procedures against prejudiced or capricious academic evaluation.

d. Faculty Rights and Procedures Concerning Student Classroom Behavior

Faculty members are responsible for ensuring an effective learning environment for all students in their classes, which encourages active student participation, including the right to raise questions and challenge information. Hence, faculty members also have the responsibility and authority to maintain appropriate student behavior. "Classes" include laboratories, internships, field placements, or any settings that can be designated as a learning environment, such as travel sites and field venues.

Consequently, if a student is considered to be threatening or disruptive in the classroom, behaves in a way that interferes with the learning of other students, or refuses to fulfill the academic requirements of the course, the faculty member has the right to have the student who demonstrates such behavior removed from the class, either by administrative withdrawal or by making arrangements for the student to complete the requirements in absentia.

If a student disagrees with their academic evaluation in a course, they can pursue an Academic grievance (see the Grievance procedure in the Student Handbook).

The faculty member should immediately report student behavior issues to the CAO and to the Director of Student Affairs.

If the student wishes to appeal the decision of the faculty member regarding behavioral issues, the appeal must be submitted in writing to the CAO within five working days of the decision. The CAO and Director of Student Affairs will then conduct an investigation in concert with the Department Chair. If this investigation determines that the faculty member is possibly at fault, the Department Chair may address the situation directly with the faculty member or may refer the matter to the CAO. If the faculty member under investigation is the Department Chair, then the CAO should work in concert with the Director of Student Affairs. If the student is dissatisfied with the outcome of this initial investigation, a written appeal may be submitted to the CAO, whose decision in these matters is final and binding. During this period of appeal, the student may not return to class.

If the CAO upholds the faculty member's original decision, the student may still be subject to the student conduct system for further conduct review at the discretion of the CAO in consultation with the Dean of Students.

e. Family Educational Rights and Privacy Act (FERPA)

Federal law places strict limitations on the ability of colleges and universities to release information on students without the student's written approval. This law, known as the Family Educational Rights and Privacy Act, (FERPA) (20 U.S.c. § 1232g; 34 CFR Part 99), gives students attending institutions of higher education the ability to control access to their educational records. There is no minimum age exception to this regulation. Thus, students under the age of eighteen attending college have the same rights as those over age eighteen.

Furthermore, parents, spouses and significant others have no inherent right to access student educational records. However, a student may sign a release form at the Office of the Registrar allowing a particular individual to access his/her records. The purpose of FERPA is to protect the confidentiality of students' educational records. Grades may not be publicly posted, and student papers or other assignments may not be made publicly available.

If verbal critiquing of student performance is integral to the course, this information should be specified in the course syllabus.

Faculty members are responsible for complying with FERPA. Detailed provisions of FERPA can be found on the website of the United States Department of Education. When having a discussion with a student regarding his/her performance, the faculty member should be in a private setting. If the workspace assigned to the faculty member does not provide the necessary privacy, the conversation must be moved to another office or conference room where there is more privacy

SECTION III. THE ADMINISTRATION

A. The Board of Trustees

The Board of Trustees has ultimate and final authority for governance of USK. It gives final approval to the University's mission statement and all University policies and appoints the president, and other administrative officers upon recommendation of the president. The Board performs a periodic evaluation of the president's performance and has the sole authority to remove a president from office.

Designated as the "trusted keepers of the University mission," the Board of Trustees provides clarity and direction to the president and administration. In order to ensure a strategic, objective, and external perspective on the vision and goals of the University, the full board meets three times per academic year. In addition, Board committees will meet more frequently, as needed.

The Board considers the budget and the President's performance in the spring meeting and the mission, vision, and values in the fall meeting. It will consider any proposal from the administration for edits or changes to the mission, vision, core values, and strategic priorities in the fall annual general meeting. This ratification of identity and strategic priorities is the annual opportunity for the administration or the trustees to review formally the University strategic planning documents. This review should inform the University's annual planning processes where the strategic priorities are translated into the institutional planning events.

B. The Office of the President

In order to ensure strategic prioritization, the Office of the President provides a filter on new University initiatives and competing priorities. Academic and non-academic issues are brought forward by the President's Administrative Cabinet and the Academic Senate to the President for review at the executive level. This filter helps guard against a drift in strategic vision and priorities. Data critical decisions, and operationalization of priorities are maintained through the Office of the President.

C. The President's Cabinet

The President's Cabinet is an advisory council to the president and consists primarily of members of the executive leadership team: Chief Academic Officer, Chief Financial Officer/Chief Operating Officer, Accreditation Liaison Officer, Dean of Enrollment and Registrar, Dean of Students, and Athletics Director. This council meets at least once a month, and uses the meeting to discuss University-wide issues and direction supporting the President in the leadership of the University. The Cabinet meets during the summer for an extended time for strategic priority discussions and direction. At these times the strategic priorities and direction from the Board of Trustees meeting are considered, informing the Annual Planning Cycle.

D. Chief Academic Officer

The Chief Academic Officer is responsible for oversight of all activities related to the academic life of the University: academic programs, teaching, service, and research. The CAO's management of the academic programs and departments is carried out in partnership with the Chairpersons of the academic departments. The CAO also works directly with faculty through the Academic Senate and other campus committees and represents the University to the external community in matters relating to the academic enterprise.

The CAO provides strategic academic vision in alignment with the University's strategic plan and priorities and oversees all academic activity, including the engagement of new faculty and the development and implementation of academic policy. Requests for exceptions to academic policies must be approved by the CAO.

SECTION IV. FACULTY STATUS AND RANK

The determination of faculty status and assignments of rank is made by the President on the recommendation of the CAO and noted in the Offer Letter and Faculty Agreement.

A. Faculty Categories

- 1. Instructional faculty** are those with academic rank (Lecturer, Assistant Professor, Associate Professor, Professor); who have an appointment in an academic department; and whose primary responsibilities are teaching, scholarship, professional development, and institutional service.

Full-time instructional faculty members are expected to give nine months of direct professional service to the institution during the academic year (approximately August 15 – May 15). The standard full-time teaching load is twenty-four credits per academic year. Any teaching beyond these 24 units per academic year is considered overload. Summer teaching is optional, unless summer is considered a semester in the contractual arrangement. Full-time faculty may have administrative function during the summer months. No full-time instructional faculty member may teach less than a standard load unless assigned academic administrative responsibilities in lieu of an agreed upon number of units/contact hours. All such arrangements must be approved by the CAO.

Any full-time instructional faculty member unable to satisfy the requisite units/contact hours within an academic year must "owe" the University the respective number of units/contact hours, and whenever possible these hours must be "paid back" within the academic year. The mode of this reimbursement may be via an in-class course, developing or teaching an online course, or institutional service. This arrangement must be approved by the CAO.

- 2. Administrative faculty** are administrators whose full-time workload includes responsibility for teaching one or more courses. Administrative faculty are expected to give eleven months of direct professional service to the institution each year. They are governed by the University's Employee Handbook, except for matters relating to their faculty appointment. In connection with their instructional responsibilities, administrative faculty report to the Department Chairperson.

- 3. Lecturers/Adjunct Faculty** are part-time, temporary faculty who are engaged to teach specific courses for the University. Normally lecturers will not teach more than 12 credit hours in any semester. In unusual circumstances, Department Chairs have discretion to approve lecturer teaching loads of up to 15 credit hours in a semester. Lecturers are also expected to keep at least one office hour per week for each course taught in order to respond to student needs. Lecturers often meet with students before class, after class, or in combination. Lecturers who need to meet privately with students at other times may consult the list of available classrooms by hour which is posted each semester. Lecturers may use any available classroom to meet with students.

Each full-time instructional faculty member is to be on campus no fewer than three days per week when school is in session. This is to include at least two days when the faculty member is available to students, for a total of six in-office scheduled hours per week outside of class.

Full-time instructional faculty shall advise at least one student organization on request, but no faculty member is required to advise more than one student organization.

Each full-time instructional and administrative faculty member shall work as a member of at least one committee(s) according to the faculty governance policy.

All full-time instructional and administrative faculty members are required to attend faculty orientation, the convocation, the baccalaureate and commencement ceremonies, faculty meetings, and scheduled times of registration and advisement. They are also encouraged to attend chapel services. Participation in these activities will be taken into consideration when decisions are being made with respect to reappointment, salary, and promotion.

Lecturers are expected to attend faculty orientation sessions and are encouraged to attend the convocation, the baccalaureate service, and commencement. They are also invited to attend faculty development sessions, chapel services, and other faculty events.

The terms and conditions of reappointment for faculty shall be stated or confirmed in writing, and a copy of the appointment document shall be supplied to the faculty member. Any subsequent extensions or modifications of the faculty appointment agreement, as well as any additional agreements or understandings, shall be stated in writing and a copy shall be given to the faculty member.

B. Faculty Ranks

Lecturer/Adjunct Professor: Part-time position for entry-level faculty. The minimum requirement is a Master's degree in the designated field.

Assistant Professor: Full time academic or administrative faculty position. Generally, an assistant professor has been awarded a doctoral or professional degree or equivalent, exhibits commitment to teaching and scholarly or professional work of high caliber, and participates in University affairs at least at the department level.

Associate Professor: Appointment to the rank of Associate Professor requires that the candidate, in addition to meeting the requirements for the rank of Assistant Professor, meets the expectation of advances in research, education, and engagement, as applicable. Accomplishments may vary with the individual.

Professor: Appointment to the rank of Professor requires that the candidate meets the requirements of Associate Professor and sustains a record of excellence and will have garnered extramural recognition at the national and/or international level for research, original scholarship, and, if applicable, teaching and service/engagement.

SECTION V: FACULTY APPOINTMENT POLICIES

A. Full-Time Faculty Hiring Process

In consultation with the Department Chairs, the CAO will conduct an academic staffing needs assessment based upon the University's strategic plan, the number of sections in the discipline currently taught by lecturers, enrollment projections, and departmental academic planning. Based upon this needs assessment, the CAO will submit to the President requests for new faculty appointments, along with rationale for each.

The decision to approve or deny a requested position by the President will ordinarily be made and communicated within one month. Salary guidelines, start-up funds if any, and recruitment budget will be outlined if the request is approved.

Within the limits of the approved budget, the Department Chairperson advertises the position in the *Chronicle of Higher Education*, *Higher Ed Jobs*, professional sites related to the discipline, and other appropriate venues. The search will be conducted on a national level.

Candidates for faculty positions are required to submit a cover letter, a current CV, and a personal statement describing their philosophy of Christian higher education to the Department Chair. The philosophy of Christian Higher Education should address how the candidate will integrate faith and learning in the classroom or how faith influences his or her principles and practices as an educator. Depending upon the position and the norms of the field, supplementary materials may be required in addition to the cover letter, curriculum vitae, and personal statement on the candidate's philosophy of Christian higher education. The CAO, in partnership with the Department Chair, will appoint a search committee to screen and rank applicants. Normally, the Search Committee includes faculty from the appropriate discipline. If there are no other USK faculty in the particular discipline, faculty members from other disciplines, as well as faculty from outside institutions, may be included on the committee. The Search Committee will include at least three members—the Department Chair and two additional members.

The final candidate(s) may be invited to campus to deliver a community-wide Job Talk presenting an area of research or expertise to the USK community, followed by a question and answer session and a reception during which the candidate(s) may be asked additional questions. All full-time faculty should make every effort to attend the Job Talk, and all adjunct faculty, staff, and students should be invited to attend.

Candidates recommended by the Search Committee will meet with the CAO and the President for a final interview.

B. Candidates without Terminal Degree

A terminal degree is normally required for appointments at the Assistant Professor rank or above. When an advertisement allows a candidate to obtain a required terminal degree after employment begins, the advertisement and the subsequent employment contract must clearly describe the deadline for receipt of the terminal degree and make it clear that timely receipt of the degree is a condition of continued employment. Unless a written extension of the required date is granted by the CAO, failure to meet the required date, or any extension thereof, will result in immediate termination of employment at the end of the current academic year. The parties agree that no other notice is due prior to termination.

C. Faculty Academic File

Each Department Chair shall maintain a current record of the qualifications of every member of departmental faculty. The record should contain a summary of the faculty member's career, a list of degrees and other awards, a summary of teaching and related experience, a list of publications and research, a statement of current activities and plans, formal evaluations and any responses thereto, and other information deemed relevant by the faculty member or the Department Chair.

Faculty members may inspect their academic file after reasonable notice to the Department Chair.

D. Part Time Faculty Hiring Process

When new part time faculty are needed, the Department Chair documents the need for an additional faculty member and makes a request to the CAO.

When the position is approved, the Department Chair will post an ad for the adjunct position and undertake a search. The CAO approves commencement of the hiring process and job posting.

Like candidates for full-time faculty positions, applicants for part time positions will submit a cover letter, curriculum vitae, and a personal statement on their philosophy of Christian higher education to the Department Chair. The philosophy of Christian Higher Education should address how the faculty member will integrate faith and learning in the classroom or how faith influences his or her principles and practices as an educator. In the case of adjunct hiring, the search will most often be regional, and the process may consist of informal contacts with department chairpersons at neighboring universities, as well as advertising in local and online media.

The Department Chair will head a search committee consisting minimally of the Chairperson and the CAO or his/her designee. When appropriate, other faculty or members of the University community will be invited to join the Committee. The Committee will screen and identify potential candidates.

The CAO and Chair will be mindful of USK's diversity goals during selection to ensure equal representation and equity. The Department Chairperson will forward hiring recommendations to the CAO for approval, and the CAO and Chair will select the final candidate.

The selected candidate is referred to the Chief Operating Officer to initiate onboarding process.

SECTION VI: FACULTY RESPONSIBILITIES

A. General Expectations of All Faculty

1. Faculty are expected to maintain the highest level of professional and personal standards of ethical behavior. This includes obeying the law and practicing good citizenship on and off the campus. Although no set of rules or professional code can either guarantee or take the place of the faculty's personal integrity, USK believes that the "Statement of Professional Ethics" promulgated by the American Association of College Professors in April 1987 may serve as a reminder of the variety of obligations assumed by all members of the academic profession. USK endorses the Association's "Statement" (see Appendix B, "American Association of University Professors, Statement of Professional Ethics").
2. As a liberal arts-based institution rooted in the Orthodox Christian tradition, USK draws a great deal of its inspiration from this rich and ancient religious lineage. It is expected that all faculty will approach their responsibilities with purpose, commitment, and an attitude of service, humility and care consistent with the Orthodox Christian ideal. Faculty are encouraged to deepen their knowledge of the history and traditions of Orthodox Christianity.
3. Faculty must adhere to all academic policies and procedures described in the *Academic Catalog*, in the *Employee Handbook*, and in the *Faculty Handbook*.
4. It is very important that students consistently receive timely feedback on their performance throughout the course. **Graded work will be returned to the student after no more than one week unless an exception has been approved by the Department Chairperson.**
5. A syllabus based upon the current USK syllabus template must be submitted to the Department Chair for approval and for posting on Populi as early as possible but no later than two weeks prior to the first meeting of the class.
6. In concert with the Accreditation Liaison Officer and Department Chairs, faculty will support the program learning assessment plan including the timely submission of all assessment assignments, feedback and data.
7. **All classes must meet on schedule as approved by the Department Chair and CAO. If an emergency requires that a class be missed, the faculty member must inform the Department Chairperson in advance and must make arrangements with the student to make up the lost time. Messages should also be sent to all students in the class via Populi.**
8. **It is essential that faculty keep careful student attendance records and input attendance information at least once a week.** The taking of attendance is not only important from a course requirement perspective, but it also has FAFSA financial implications. Failure to keep full and accurate attendance records could result the University's loss of eligibility for federal financial aid programs.
9. Mid-term and semester grades must be reported to the Registrar on or before the posted due date.
10. Faculty are expected to do all that they can to promote the efficient use of University resources. Unnecessary printing and other wasteful practices should be avoided.
11. Faculty who conduct an off-campus field trip in any of their classes, need to have the approval from the Dean of the Faculty as well as have their students fill out an off-campus field trip waiver and release form. The forms are available from the Registrar's Office.

12. Faculty are expected to maintain currency in their academic discipline
13. In addition to classroom instruction, faculty are expected to support, advise, and mentor students as needed.
14. Faculty are asked to make an effort to control student textbook costs and to take cost into consideration when selecting required texts.
15. Maintain weekly and regularly scheduled office hours
16. Faculty members are expected to conduct their classes at a level appropriate to the level of the assigned course, i.e., 100 level course, 200 level courses, 300 level courses, 400 level courses, etc.
17. Each instructor is responsible for providing a learning environment conducive to achieving the learning outcomes specified for each course by planning and presenting the assigned course material; establishing and communicating course objectives and requirements; selecting texts and supplemental materials; preparing, administering, and grading assignments and examinations; and assigning grades.
18. Faculty members have a special and unique mentorship role, which will include advising the student with regard to the student's work in classes taught by the faculty member; serving as mentor and advisor in the student's major area of study; assisting the student in setting academic and career goals; ensuring that University and program requirements are met and understood by the student; and directing the student to the appropriate office or person when the student needs assistance or support.
19. Faculty are expected to support USK's "Writing Across the Curriculum" program. In particular, all faculty will assign at least 2,000 words of writing assignments in all classes and will provide written feedback to each student on each writing assignment.

B. Additional Responsibilities of Instructional and Administrative Faculty

1. Attend faculty development workshops
2. Attend faculty meetings and committee meetings
3. Attend commencement exercises, the baccalaureate service, and other institutional events
4. Engage in institutional service
5. Assist the University admissions effort by communicating with prospects, hosting visiting students in the classroom, or attending recruitment events.
6. The University recognizes that research and creative activities are central to the intellectual life of a university. Moreover, excellence in teaching requires that faculty remain informed of recent developments in their field, and participation in research and/or creative activities is recognized as essential for accomplishing this objective.

C. Part Time Faculty Role and Responsibilities

Part time faculty are a vital part of our academic community and bring invaluable real- world experience into the classroom. We encourage all faculty to read the *Faculty Handbook*, especially Section II (The Institution), which explains some of distinctive features of USK and the USK curriculum.

Part time faculty report directly to the Chairperson of the department, which houses their assigned course(s). Part time faculty are considered temporary employees, non-salaried and compensated per academic unit.

Part time faculty are required to maintain at least one office hour per week per course to respond to student needs. This can be before class, after class, or a combination, but the information should be announced to the class and posted in the course syllabus.

Part time faculty are encouraged to attend all faculty orientation sessions, as well as the baccalaureate service, and commencement. They are also invited to attend Job Talks and chapel services and to participate in student life activities.

On an annual basis, a part time faculty representative is selected to serve as a voting member of the Academic Senate. The Academic Senate consists of all department heads, the part time faculty representative(s) elected by part time faculty, and the CAO. Other members of the campus community may be appointed to the Senate by the CAO in order to meet current University needs.

Part time faculty are subject to evaluations for reappointment. The evaluation, conducted by the Department Chairperson, will be based upon teaching evaluations, student course evaluations, and a classroom visitation report from the Department Chair.

D. Additional Expectations of Online Faculty

1. Update your Syllabus prior to the beginning of each term.
2. Add your name, email address, and, if you do not object to phone calls, a phone number to your course syllabus at least one week prior to course launch.
3. If you prefer to not share your personal cell number, you can create a Google Voice number that you can forward to your phone.
4. Post a Welcome Announcement or video on or before the first day of class.
5. Just as you would introduce yourself and welcome students to class in a face-to-face classroom, it is important to do the same in an online classroom. We recommend that you include the following information in your Welcome Announcement or video:
 - a. A brief introduction to the course and what students can expect to learn during the term
 - b. Directions on what students should do first and what they should focus on during the first week of class
 - c. A short bio where students can learn more about you
6. Work to create a supportive community through your own example and your comments. When appropriate, facilitate interaction by using “partners” and group projects. Respond to each student’s post in the Introductory discussion. Welcome each student individually into the course as they introduce themselves. Similar to face-to-face introductions, there is something about virtually “looking students in the eye” and “seeing” them that kicks the term off in a positive way.
7. Work to create a supportive community through your own example and your comments. When appropriate, facilitate interaction by using “partners” and group projects. Respond to each student’s post in the Introductory discussion. Welcome each student individually into the course as they introduce themselves. Similar to face-to-face introductions, there is something about virtually “looking students in the eye” and “seeing” them that kicks the term off in a positive way.
8. Facilitate engaging discussion on a topic relevant to the course at least once per week or twelve times per semester.

9. Encourage students to push one another to understand and extend the course concepts.
10. Provide clear expectations regarding engagement and assignments. Ensure students know what to do in the class in order to be successful.
11. If it appears that a student is struggling, contact your Department Chair and the student's Advisor. Early support and intervention are critical!
12. Actively participate as a facilitator of learning on at least five days each week, never being absent for more than 48 consecutive hours.
13. Participate regularly in the weekly discussions.
14. Post regular announcements as a way of responding to questions or preparing students for what to expect that week.
15. Respond to questions in a timely manner – always in less than 24 hours.
16. Be tangibly present. Leave no question in students' minds that you are there and that you care about their learning and their success.
17. Inform your Chairperson and students in advance if you must be absent from the course for more than 48 hours.
18. Complete grading within a week of the date it is submitted and provide meaningful, actionable feedback on all student work. Let them know both what they did well and what they can do to improve, and be as specific as possible.
19. Post grades on Populi promptly and post midterm and final grades by the deadline communicated by the Registrar's office.

E. The Common Syllabus

At USK, we utilize a common syllabus template to ensure uniformity in outcomes assessment across programs. The USK common syllabus outlines academic practices intended to facilitate a quality academic environment and effective institutional assessment efforts.

F. Campus-wide student academic standards

In general, faculty have wide latitude with respect to setting performance expectations and policies in their classes. However, in an effort to improve academic performance across campus and to reduce the policy inconsistencies, the Senate introduced three important new campus-wide policies for the 2019-20 academic year having to do with attendance, late work, and minimum achievement levels in courses required for the major.

1. **Campus-Wide Attendance Policy:** Students are expected to attend every class for every course for which they are registered with the exception of absences for athletic events for which they are excused. Excused absences, excluding those for athletic events, are only allowed for death in the family and emergency situations with documentation and professor and registrar approval. Students missing class for athletic events must turn in assignments on the due date per professor's instructions. Exams missed for athletic events must be taken by the next class meeting

2. **Late-Assignment Policy:** All assignments are due on the date specified by the professor in their syllabus. Late work is not accepted. (See Appendix F on p. 35 for the full text of the policy.)
3. **Minimum Grade Requirement:** Students must achieve a grade of “C” or better for all core courses in their selected concentration.

G. Department Chairs

The Department Chairperson shall be appointed by the CAO after consultation with the department faculty and the President. Reporting to the CAO, the Department Chairperson has overall responsibility for oversight of the academic department. Responsibilities coordinating the faculty screening and hiring processes, supervising the work of faculty in the department, scheduling classes, advising students, overseeing the faculty evaluation process in the department, maintaining departmental records, assisting with the program review process, providing orientation and training for new faculty, monitoring student success, implementing student retention activities, and administering other departmental and University policies.

H. Outside Employment

Faculty are permitted to have outside employment, consulting activities, or business interests. However, it is expected that these will be limited to activities that do not interfere with USK responsibilities. All outside employment must be reported to the CAO. If the CAO determines that any faculty member’s outside activities diminish the faculty member's ability to carry out assigned USK duties, the CAO shall discuss this issue with the faculty member. If, after consultation with the President, the CAO so requests, the faculty member shall reduce or discontinue any such outside activities. University resources, equipment, or stationery may be used only in support of the faculty member's USK responsibilities. No faculty member is authorized to make representations or commitments on behalf of the University, and personal opinions must be clearly identified as such.

I. Conflict of Interest

Faculty members shall disclose to the CAO all facts and circumstances related to any University transactions, activities, contracts or other dealings in which they are involved or may become involved on behalf of the University that might directly or indirectly involve them in a conflict of interest. Such disclosure shall be made in writing as soon as is reasonable after the conflict or potential conflict comes to the knowledge of the employee. A conflict of interest shall be deemed to exist whenever an interest held by the employee, or relationship maintained, prohibits or inhibits, or could reasonably be considered to prohibit or inhibit, the employee from exercising independent judgment in the best interests of the University. Without limiting the foregoing, a conflict of interest exists whenever an employee owns or controls directly or indirectly a substantial interest in any non- governmental entity participating in a transaction with the University, or the employee could otherwise benefit financially as a result of a transaction with the University. A faculty member involved in a potential conflict of interest shall not be present during any discussion or vote on any matter that involves the conflict of interest in question.

As a matter of sound judgment and professional ethics, faculty members have a responsibility to avoid any apparent or actual conflict between their professional responsibilities and personal interests in terms of their dealings or relationships with students. It is the responsibility of all faculty members to avoid being placed in a position of unfair advantage. These professional constraints are necessary in order to ensure that the evaluation of students is conducted fairly and without any perception of favoritism or bias.

J. Relationships with Students

Faculty are expected to avoid intimate relationships with USK students. Such relationships are inappropriate in light of the power differential between faculty and students and create serious perceptions of impropriety in the minds of other students. Faculty members who become intimately involved with students must disclose the relationship to the CAO and may face disciplinary action, including dismissal from the institution. Faculty must cooperate in any inquiry regarding the nature of their relationship with students enrolled at the University.

K. Confidentiality

Faculty are required to keep secure the confidential information to which they gain access during the course of their employment, such as student academic performance and materials pertaining to the peer evaluation of faculty. Any breach of confidentiality will be grounds for disciplinary action.

SECTION VII. FACULTY GOVERNANCE

A. The Academic Senate

The Academic Senate is the recognized representative body for faculty and serves as the voice of the faculty as it works cooperatively with the administration, trustees, and student body to secure effective participation in the activities, policies, and governance of the University. The primary purpose of the Academic Senate is to provide an organized forum through which the faculty actively participate in the governance of the University. The Senate consists of all instructional and administrative faculty, as well as at least one part time faculty representative and the CAO, all of whom have full voting privileges. The Senate is currently chaired by the CAO or the CAO's designee. The Academic Senate meets at least twice each semester.

1. Academic Senate Role and Responsibilities

As the legislative body representing the University faculty, the Senate has primary authority over all academic matters, including curriculum, academic policies, academic standards for admission, and graduation requirements. The work of the Senate is facilitated by four standing committees: Committee on Curriculum and Academic Policy; the Faculty Support and Development Committee; the Student Retention Committee; and the Campus Life and Cultural Engagement Committee. The Senate may from time to time create additional standing committees or ad hoc committees as needed.

2. Senate Committees

- a. **Curriculum and Academic Policy** - The Curriculum and Academic Policy Committee will review and make recommendations to the full Senate regarding all proposed new academic programs and academic policies. Proposals for programs and policies may be submitted for consideration to the Committee by any member of the USK community by delivering them to the committee chairperson or to the Chief Academic Officer.
- b. **Faculty Support and Development** - The Faculty Support and Development Committee will make recommendations to the full Senate regarding faculty development activities and events, faculty needs, and other issues relating to USK's support for the quality of instruction.
- c. **Student Retention** - The Student Retention Committee will monitor USK's success in retaining students, will compare our results to those of peer institutions and will recommend programs and policies which the Committee believes will lead to improved rates of student retention.
- d. **Campus Life and Cultural Engagement** - The Campus Life and Cultural Engagement Committee will work to ensure that USK students have access to a diverse array of non-athletic extracurricular enrichment activities and events. These might include lectures, debates, discussion groups, concerts, theatrical performances, and films. The Committee will recommend programs and events both for our own students and staff and to serve the local community. In addition, the Committee will generate ideas for establishing traditions at USK that will serve as links between generations of students and will enhance the distinctiveness of the USK experience.

All committee recommendations are reviewed, discussed, and ratified by the full Senate. Once action has been taken by the Senate, recommendations are sent to the USK President for approval.

Committee representatives will be appointed by the Chief Academic Officer, who will attempt to match appointments with the expressed preferences of Senate members. Each Senate committee must be staffed by at least two members. No member of the Senate will be assigned to more than two committees, but Senate members may participate in the work of additional committees if they so choose. Committee chairpersons may ask non-Senate members, including students, to participate when appropriate as ad hoc members of their committee. Adjunct faculty members of the AS may serve on Committees, but are not required to do so.

Committee appointments are for a period of one academic year. At the first meeting of the academic year, each committee will select a chairperson, who will coordinate the work of the Committee, set meeting agendas, and report on the work of the Committee at each meeting of the full Senate.

B. Institutional Review Board

The Institutional Review Board is responsible for protecting the rights and welfare of the human subjects involved in any research conducted by faculty and staff at USK. Research conducted at USK involving human subjects will first be reviewed and approved by the IRB.

SECTION VIII. ACADEMIC WORKLOADS

A. Academic Workload

The standard teaching load for full-time faculty at USK consists of 24 semester units or the equivalent (for Natural Science faculty, this is equivalent to 24 contact hours), per nine-month academic year (Fall & Spring semesters). Full-time salary is paid over 12-months.

Overload Teaching:

1. Overload teaching must be voluntarily accepted by the faculty member and approved by the CAO on the recommendation of the Department Chair
2. The faculty member will be compensated at the per unit overload rate.
3. Overload compensation for full-time instructional faculty is equivalent to the part time faculty rate, which is currently \$1,755 per credit hour for a fully enrolled three unit course and \$1,334 per credit hour for a fully enrolled three unit asynchronous course.
4. Faculty may request to teach an additional class in any semester as an overload, not to exceed 6 extra credit hours per semester. Under certain circumstances, overload classes may be applied with CAO approval to credit load in subsequent semesters.
5. Teaching an overload class does not diminish, nor should it hinder, the faculty member's responsibilities in other areas such as scholarly/creative activities, service or administrative activities.

In cases where, because of the cancellation of classes or other exigencies, a full teaching load does not develop for a full-time faculty member, the Chief Academic Officer is at liberty to assign other responsibilities in lieu of the deficiency in the workload.

Specific teaching responsibilities for any given term are assigned by the department chair of the appropriate program area, in consultation with the faculty member. Under unusual circumstances, a faculty member may be assigned a teaching responsibility outside of the faculty member's unit but within the faculty member's area of competence, as determined by the department chair in consultation with the CAO.

B. Minimum Class Size

A minimum enrollment of five students is required for a course to be offered. Courses with fewer than five persons will normally be canceled. Exceptions to the minimum class size may be made by the CAO when the nature of the course requires a smaller enrollment, when a course is required to complete the major requirements for a graduating senior, or when the total number of students taught by any faculty member warrants consideration, given his her total teaching load and other responsibilities.

For team-taught courses with two faculty members, if one of the faculty is full-time, half of the credits can be applied toward that faculty member's total teaching workload.

The laboratory portion of a course is weighted at three credits for three weekly contact hours. Course designation as an Independent Study must be approved by the CAO. Courses required for a major taught for a single student are not automatically designated as Independent.

SECTION IX. EVALUATION OF FACULTY

A. Evaluation Procedures for Full-Time Instructional Faculty Members

All full-time instructional faculty are subject to an annual performance review by the Department Chairperson. The purpose of the evaluation process is twofold: to help faculty members improve their professional skills; and, secondly, to inform decisions about merit pay, reappointment, promotion and dismissal. In preparing the annual assessment of the faculty member's performance, the Department Chair will review student evaluations of teaching, peer evaluations, chairperson classroom observation reports, the faculty member's annual self-evaluation, and any additional materials that the faculty member chooses to include.

Annual Self Evaluation

Each year each full-time faculty members will prepare a document reflecting on the year's accomplishments in the major areas of faculty responsibility: teaching, scholarship, and service, making specific reference to any goals established the previous year during the annual evaluation process. The annual evaluation will set goals for the following year and describe any special support that is requested in order to achieve those goals. The chairperson's annual evaluation of the faculty member will be based upon this self-evaluation, as well as the materials in the faculty member's professional portfolio.

Classroom Observation Reports

Normally the Department Chairperson will visit the classroom of every full-time and adjunct faculty member at least once each year before March 1. On the basis of the visit, the Chairperson will complete a classroom observation report which will be included in the faculty member's professional portfolio and in the file maintained by the chairperson.

Peer evaluation

In addition to the classroom visit by the Department Chair, the faculty member may choose to have a professional colleague visit his or her classroom and submit a classroom observation report. The colleague should be from the same department or should have expertise in the faculty member's academic field.

B. Evaluation Procedures for Adjunct Faculty Members

Normally Department Chairpersons will visit the classrooms of adjunct faculty at least once a year. The results of the classroom visit, along with the student evaluations of teaching, will be used by the faculty member for purposes of professional development. The results may also be used by the University when deciding whether to rehire a part time faculty member.

SECTION X: CONTRACT RENEWAL AND PROMOTION

Faculty Contract Renewal

When considering contract renewal, the CAO takes into consideration the annual review, supporting documents, and the recommendation of the Department Chair. If contract renewal is recommended and approved by the CAO, the review process is considered complete.

If the CAO recommends against contract renewal, the portfolio shall be submitted to the Human Resources Department to determine whether the review process was completed in accordance with policy. If the HR Department determines that the process was not completed in accordance with policy, the HR Department shall submit a letter to the CAO defining the deviations or deficiencies in the evaluative process and may require that some or all of the evaluative process be repeated.

Any faculty member may request an evaluative review by the President during the review. The President shall then review the file and make the final decision on contract renewal.

A faculty member receiving a decision of non-renewal following the review shall complete the academic year on the current faculty contract.

SECTION XI: FACULTY COMPENSATION AND BENEFITS

A. Institutional Commitments

USK is committed to provide a comprehensive compensation package intended to meet the needs of faculty and their eligible dependents. We are intentional about nurturing and maintaining a vibrant academic community where faculty are compensated appropriately, encouraged in their professional development, supported in work-life balance, and enjoy contentment working in a small, friendly, and intellectually vibrant Christian liberal arts college setting.

As the University matures, it is the intention of the President and Board of Trustees to develop a faculty compensation and benefits growth plan, to be rolled out in phases and fully implemented by the 2024-2025 academic year. Because USK is a Christian institution, it primarily utilizes the Council of Christian Colleges and Universities Faculty Salary Survey as its guide, as this reflects similar mission-driven, faith-based, higher education institutions. It is also informed by the American Association of University Professors Faculty Compensation Survey (Category IIB -Baccalaureate).

B. Part Time Faculty Compensation

The current rate for part time faculty is \$1,755 per credit hour for synchronous classes with five or more students. For sections with one to four students, the rate is \$1,158 per credit hour. The current rate for part time faculty is \$1,334 for asynchronous classes with five or more students. For sections with one to four students, the rate is \$880 per credit hour.

Synchronous (Hybrid, In Person, Zoom) Courses			
Pay Per Unit (5+ Students)	Pay Per 3 Unit Course (5+ students)	Pay Per Unit (1-4 Students)	Pay Per 3 Unit Course (1-4 students)
\$1,755	\$5,265	\$1,158	\$3,474

Asynchronous Courses			
Pay Per Unit (5+ Students)	Pay Per 3 Unit Course (5+ students)	Pay Per Unit (1-4 Students)	Pay Per 3 Unit Course (1-4 students)
\$1,334	\$4,002	\$880	\$2,640

C. Professional Academic Memberships

USK recognizes the essential role and significance of professional academic societies in the life of faculty. Financial support is available annually to full-time instructional and administrative faculty to help defray costs of membership in professional academic associations and attendance at professional academic conferences in keeping with one/s field of discipline.

Application is to be made to and approved by the CAO. Faculty who attend a conference will be required to offer a briefing to the Academic Senate on the outcomes of the activity for the faculty member and the University.

D. Tuition Remission

USK seeks to support and encourage education for its faculty members and their families wherever possible. With this goal in mind, we offer tuition remission to our employees. An employee who leaves the employ of USK while enrolled in a course may complete the course tuition-free. Tuition remission applies to tuition only. All other fees are not covered.

The spouse and/or dependent children of any age of the faculty, staff, and administrators may enroll for classes at 50% remission while the faculty member, staff or administrator is employed with USK. If the employee leaves, the student may complete the semester that was underway at the time of termination. Tuition remission applies to tuition only. All other fees are not covered. This benefit becomes available once an employee has completed one full semester of continuous service. All applicants must meet the standard University admission requirements.

Faculty/Staff Degree Program Discounts

Employees must be gainfully employed by USK for eligibility.

Position	Undergraduate or Graduate Degree Programs
Graduate Assistant	No charge graduate program while actively employed.
Part time employees	Self - 50% off tuition for undergraduate classes or degree programs. Immediate Family - 50% off undergraduate tuition and/or classes for one immediate family member. Masters - \$8,000 off full tuition for self and any family member.
Full time employees	Self - No tuition charge for undergraduate courses or degree programs while employed full time at USK. Immediate Family - 50% off undergraduate tuition and/or classes for one immediate family member. Masters - \$8,000 off full tuition for self and any family member.

SECTION XII: FACULTY DISCIPLINE

The policies and procedures following are guided by the relevant portions of the 1982 Recommended Institutional Regulations on Academic Freedom and Tenure of the American Association of University Professors.

A. Disciplinary Actions

Any of the following types of disciplinary action may be taken as deemed appropriate: reprimand; suspension with or without pay; demotion; reassignment; or dismissal.

Adequate cause for disciplinary action will be related, directly and substantially, to the fitness of faculty members in their professional capacity as professors. Disciplinary action will not be used to restrain faculty members in their exercise of academic freedom.

Disciplinary action may occur at any time during the term of a faculty member's appointment for any of the following reasons:

- Incompetence or a pattern of failure to perform duties;
- A pattern of neglect of duty, including the failure to adhere to class or examination schedules, the failure to attend faculty or committee meetings, and the failure to prepare and grade examinations in a timely fashion;
- Violation of University rules and policies;
- Disruptive behavior or breaches of confidentiality;
- Professional misconduct, including but not limited to plagiarism and research misconduct;

- Material misrepresentation in securing an appointment or promotion;
- Sexual harassment or unlawful conduct based on an individual's race, sex, gender, religion, age, disability, or any other basis protected by law; and
- The final conviction of a state or federal crime, or disbarment from the practice of law. Lesser professional sanctions imposed by an external authority, depending upon the circumstances surrounding the imposition of sanctions.

B. Disciplinary Procedures

If, after substantive discussion with a faculty member, the Chief Academic Officer determines that the faculty member's conduct requires a reprimand, the CAO, in consultation with the President, may file a written reprimand with the Human Resources Department for inclusion in the faculty member's file, with a copy to the faculty member concerned. The faculty member may file a response.

Disciplinary actions may occur for a variety of reasons and/or based on unique circumstances. Although this section does not require any specific steps before imposition of discipline, depending on the reasons for, and the nature and background of, the action, disciplinary action will typically be preceded as appropriate by one or more of the following:

1. Preliminary inquiry by the CAO, which may, in the event that it cannot effect a resolution, recommend that formal proceedings should be undertaken.
2. Discussions between the faculty member and appropriate administrative officers, with the aim of resolving the issues and/or arriving at a mutual settlement; A statement of charges framed with reasonable particularity by the Chief Academic Officer; and
3. A statement of concern as a result of the faculty evaluation process, with recommended action, including a procedure to evaluate the faculty member's compliance and progress in a timely fashion.

In addition, disciplinary actions as defined in this section shall be preceded by a statement of reasons, and the faculty member concerned has the right to file a grievance challenging the disciplinary action.

The complete AAUP Recommended Institutional Regulations on Academic Freedom and Tenure can be found at:

<https://www.aaup.org/report/recommended-institutional-regulations-academic-freedom-and-tenure>

SECTION XIII: SEPARATION FROM SERVICE

A. Non-renewal of Contract

Faculty who do not receive new contracts will no longer be employed by the University.

B. Resignation

Faculty members may voluntarily terminate their appointments by resigning. As a courtesy to the University and its students, resignations should generally be effective at the end of an academic year, and faculty members should give notice to the CAO in writing at the earliest possible opportunity, preferably not later than March 15th of the academic year preceding the year for which the resignation becomes effective. Faculty members may request that the CAO waive this requirement of notice in case of hardship or other good cause. The CAO will forward the letter of resignation to the Human Resources Department, who will notify the faculty member as to the status of the resignation. The University's full-time faculty contracts provide that faculty will be paid their annual salaries over a period of twelve months. In the event that a faculty member resigns during the course of the academic year, salary and benefits will be adjusted accordingly.

C. Retirement

Retirement from active service is the termination of duties and responsibilities for the faculty member because of age, infirmity, or other valid reason. There shall be no mandatory retirement age for faculty members.

D. Termination

Termination is a severance action by which the University terminates the services of a faculty member. Reasons for termination may include unprofessional conduct; neglect of duties; an institutional financial exigency such as catastrophic university enrollment decline; an enrollment decline in which an insufficient number of students are enrolled in a major/program to justify its continuation; a decline in student enrollment that results in reduced institutional student/faculty ratios; an imminent financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means; or for medical reasons circumstances which make it impossible for the faculty member to satisfactorily perform her/his teaching responsibilities.

Terminations for a bona fide enrollment emergency shall be made by the President. Faculty members terminated under this section have the right to bring a grievance. The issues in such a grievance shall be limited to the questions of whether an enrollment emergency exists and whether the selection of the faculty member was fair and reasonable under the circumstances.

Before faculty members are terminated because of financial exigency, the Board of Trustees must declare that a financial exigency exists. Prior to declaring a state of financial exigency, the Board of Trustees shall explore reasonable alternatives to the declaration.

The termination of an appointment for medical reasons shall be in accordance with applicable law and the provisions contained in the Faculty Handbook.

Judgments, determining where within the overall academic program termination of appointments may occur, involve considerations of educational policy, including principles of non-discrimination as well as faculty status.

The CAO and President exercise primary responsibility in detailing and recommending the criteria for identifying the individuals whose appointments are to be terminated.

Before terminating an appointment, the University, with participation from the Human Resources Department, will make a demonstrated, reasonable, and documented effort to place the faculty member(s) in another suitable position within the University for which the faculty member is qualified. If no position is available within the University the faculty member's appointment may then be terminated.

If an appointment is terminated, the faculty member receives salary or notice in accordance with the contract. The CAO and/or President takes into account the length and quality of service of the faculty member in determining what, if any, payments will be made beyond the effective date of termination.

Where terminations are necessary for an enrollment emergency, or financial exigency, the following order of priority and conditions shall apply:

1. Prior to involuntary terminations, the following voluntary programs should be investigated: the possibility of voluntary early or phased retirements, or the possibility of offering non-teaching positions at the University to full-time faculty who have been laid off if there are openings for which they are qualified.
2. With program integrity in mind, the adjunct faculty should next be laid off.
3. A full-time faculty member will not be terminated in favor of retaining an adjunct faculty member, except in extraordinary circumstances where a serious disruption of the academic program would otherwise result.
4. The decision of extraordinary circumstances shall be made by the CAO and the President.

E. Temporary Exclusion

If a faculty member's continued presence at the University represents a risk of substantial harm to persons, including the faculty member, or to equipment or other property, the faculty member may be temporarily excluded from all campus facilities. The compensation of a faculty member temporarily excluded shall not normally be discontinued during the period of exclusion.

Exclusions exceeding two weeks shall be reviewed by the CAO and the President if the faculty member so requests.

F. Dismissal for Cause

The University may terminate the appointment of any faculty member for good cause. Good cause shall be determined by the University but may not be used to restrain a faculty member's academic freedom. The burden of proof that good cause exists rests with the University.

Procedures Relating to Dismissal for Cause

Whenever the CAO believes that the performance of a faculty member warrants dismissal for good cause, the CAO shall meet with the affected faculty member and shall give the affected faculty member a written statement of the reasons for dismissal for good cause, including any evaluation reports from any faculty committee that may have evaluated the affected faculty member's performance.

Grievance If the CAO and the affected faculty member are unable to resolve informally the issue of dismissal for cause, the faculty member may invoke the grievance process.

Until the final decision on termination of an appointment has been reached, the faculty member may be relieved from duty, or assigned to non-faculty duties in lieu of termination of employment, but only if immediate harm to the faculty member or others, or to the University's educational mission with respect to the faculty member's students, is threatened by the faculty member's continuance. Before relieving a faculty member, pending an ultimate determination of that person's status through the University's hearing procedure, the administration will consult with the President. Relief from duty is appropriate only pending the outcome of a grievance; a relief from duty that is intended to be final is a dismissal and will be dealt with as such. Salary continues during the period of relief from duty.

SECTION XIV: GRIEVANCE PROCEDURES

The faculty member must first seek to resolve any conflict informally with the parties directly involved, meeting with the other party or parties directly as soon as possible after the event causing the conflict. If the faculty member is not comfortable approaching the parties alone, he or she may request a representative of the Human Resource Department or a colleague to sit in on the conversation as an informal mediator.

If the concern persists, the faculty member should discuss the issue with the Department Chair seeking resolution through them, whenever possible, as a final step before filing a formal grievance.

A. Level One

An employee must initiate a grievance within ten working days after becoming aware of the event which motivated the grievance.

Step One: The employee must present a written statement of the grievance to the immediate supervisor and at the same time provide a copy to the CAO and Director of Human Resources. The written statement must identify the written policy or procedure alleged to have been violated, the date of the event(s) on which the grievance is based, and the relevant information, including the reasons which support the employee's position and how the employee proposes the matter be resolved.

If the CAO and Director of Human Resources determine that the matter raised in the grievance is not a Grievance Issue, as defined above, the employee will be notified of such and the grievance process will be concluded.

The faculty member's supervisor, after consulting with the appropriate University officials, will forward a written answer to the employee, normally within seven (7) working days after the receipt of the grievance, and at the same time provide a copy to the CAO and Director of Human Resources. If the answer is not satisfactory to the employee, the employee may decide to conclude the grievance process or proceed to Step 2.

Step Two: Within three (3) working days after the receipt of the Step 1 decision, the employee must submit a written statement to the Dean, or in the case where Step 1 was conducted by the Dean, then Step 2 will involve a written statement to the President, explaining the reasons for the

appeal of Step 1 response, also providing a copy to the Director of Human Resources. The employee shall also present to the CAO the grievance in its original form and all written responses attached. The CAO will forward a written answer to the employee, normally within seven (7) working days after receipt of the grievance, and at the same time provide a copy to the Director of Human Resources. If the answer is not satisfactory to the employee, the employee may decide to conclude the grievance process or proceed to Step 3.

Step 3 Within three working days after receipt of the Step 2 response, the employee must submit a written statement to the CAO and Director of Human Resources explaining the reasons for the appeal of the Step 2 response. The Director of Human Resources will then make a determination as to whether or not the grievance is properly subject to the Level Two of the Grievance Process. Based upon the determination of the Director of Human Resources, the matter will either proceed to Level Two, or it will be concluded.

B. Level Two

If a Grievance proceeds to Level Two, the Director of Human Resources will convene a Grievance Committee. The Grievance Committee will consist of the Director of Human Resources (as its non- voting chair) or the Director's designee, and three members of the University staff, as named by the Director of Human Resources. Generally, one person serving on the Grievance Committee shall be from the same management level and one person shall be at the same management level as the person most directly involved in this action being grieved.

The Grievance Committee will meet to review the grievance in its original form and all subsequent responses, and will forward a statement of its conclusions and recommendations to the President.

The President may conduct further inquiry, may remand the grievance to the Grievance Committee for further consideration, or may accept, reject, or modify the conclusions and recommendations of the Grievance Committee. The President will forward a written answer to the employee. The decision of the President is final.

C. Time Limits

The time limits included in this procedure have been established to facilitate a speedy resolution while providing sufficient time to prepare and present information. However, scheduling constraints may impact the time limits. To address this reality, the University, at its discretion, may modify the time limits.

If the University does not extend time limits and an employee does not observe the time limits in any particular step, the grievance will be considered to have been dropped and the resolution at that particular level will be final.

Appendices

APPENDIX A

American Association of University Professors Statement on Professors and Political Activity

1. The college or university faculty member is a citizen and, like other citizens, should be free to engage in political activities so far as he is able to do so consistently with his obligations as a teacher and scholar.
2. Many kinds of political activity (e.g., holding part-time office in a political party, seeking election to any office under circumstances that do not require extensive campaigning, or serving by appointment or election in a part-time political office) are consistent with effective service as a member of a faculty. Other kinds of political activity (e.g., intensive campaigning for elective office, serving in a state legislature, or serving a limited term in a full-time position) will often require that the professor seek a leave of absence from his college or university.
3. In recognition of the legitimacy and social importance of political activity by professors, universities and colleges should provide institutional arrangements to permit it, similar to those applicable to other public or private extramural service. Such arrangements may include the reduction of the faculty member's workload or a leave of absence for the duration of an election campaign or a term of office, accompanied by equitable adjustment of compensation when necessary.
4. A faculty member seeking leave should recognize that he has a primary obligation to his institution and to his growth as an educator and scholar; he should be mindful of the problem which a leave of absence can create for his administration, his colleagues, and his students; and he should not abuse the privilege by too frequent or too late application or too extended a leave. If adjustments in his favor are made, such as a reduction of workload, he should expect them to be limited to a reasonable period.
5. A leave of absence incident to political activity should come under the institution's normal rules and regulations for leaves of absence. Such a leave should not affect unfavorably the tenure status of a faculty member, except that time spent on such leave from academic duties need not count as probationary service. The terms of a leave and its effect on the professor's status should be set forth in writing

To read the complete AAUP Statement on Professors and Political Activity:

<https://www.cambridge.org/core/services/aop-cambridge-core/content/view/S104909650001034> 9

APPENDIX B

American Association of University Professors Statement of Professional Ethics

- a. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
- b. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.
- c. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
- d. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program
- e. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

AAUP Statement of Professional Ethics:

APPENDIX C

ANNUAL FACULTY SELF-EVALUATION

The form must be electronically submitted to the Chief Academic Officer by **March 1**.

Name: _____ Date: _____

Address: _____

Mobile: _____ Email: _____

Rank: _____ Department: _____

Years of Service to USK: _____

Annual Reports shall be electronically submitted by **March 1**. Full-time instructional faculty members are required to submit Annual Reports each year. The contents of the report should reflect the work of the past/most recent academic year (Summer, Fall, Spring semester)

Section 1: Scholarship

- Update on scholarly/creative work you completed or engaged.

Section 2: Teaching

- Update on pedagogical methodology. New or revised approaches used.
- Update on new or revised courses.
- Update on teacher training, sources, or professional development activities
- Update on mentoring/advising activities.

Section 3: Service

- Specific accomplishments in the area of service to the department, University, or community.

Section 4: Evaluations

- Responses to or explanations of Student Evaluation scores or comments
- Responses to or explanations of Faculty or Chairperson Evaluation scores or comments

Attachments

- Classroom visitation forms by peer of Chairperson evaluators
- Student Evaluations
- Other documents appropriate you wish to attach

Goals

Plans for the next year with respect to scholarly activity, professional development, and service, and institutional support requested to help achieve those goals.

APPENDIX D

**CLASSROOM OBSERVATION FORM
UNIVERSITY OF SAINT KATHERINE**

Date: _____

Instructor: _____

Course: _____

Number of Students Present: _____

Observer: _____

Observer will rate the instructor on each item, reserving the highest scores for exceptionally effective performance.

Rating Scale

4 -- Exceeds Expectations

3 -- Meets Expectations

2 -- Below Expectations

1 – Unacceptable

NA -- Does not apply or insufficient information

Knowledge and Course Organization and Structure

- | | | | | | |
|--|----------|----------|----------|----------|-----------|
| 1. Clearly stated purpose of lesson | 4 | 3 | 2 | 1 | NA |
| 2. Took attendance | 4 | 3 | 2 | 1 | NA |
| 3. Began and finished lesson on time | 4 | 3 | 2 | 1 | NA |
| 4. Made a transition between the previous class and today's lesson | 4 | 3 | 2 | 1 | NA |
| 5. Lesson is related to course learning objectives | 4 | 3 | 2 | 1 | NA |
| 6. Demonstrated a command of the subject matter | 4 | 3 | 2 | 1 | NA |
| 7. Presentation was clear and appropriate use was made of concrete examples | 4 | 3 | 2 | 1 | NA |

Instructor Communication and Demeanor

1. Asked questions periodically to gauge level of student engagement and understanding	4	3	2	1	NA
2. Demonstrated ability to communicate difficult ideas clearly	4	3	2	1	NA
3. Critical thinking was modeled and encouraged	4	3	2	1	NA
4. Summarized the main ideas of the lesson	4	3	2	1	NA
5. Demonstrated interest in student questions and comments	4	3	2	1	NA
6. Used class time effectively	4	3	2	1	NA
7. Engaged with a diverse variety of students	4	3	2	1	NA
8. Encouraged openness and objectivity	4	3	2	1	NA
9. Moved around the classroom	4	3	2	1	NA
10. Demonstrated control of the classroom	4	3	2	1	NA
11. Used humor when appropriate	4	3	2	1	NA

Delivery/Style

1. Voice could be heard clearly	4	3	2	1	NA
2. Language was neither too formal nor too casual	4	3	2	1	NA
3. Mannerisms were not distracting	4	3	2	1	NA
4. Rate of speech was neither too fast nor too slow	4	3	2	1	NA
5. Words were articulated clearly	4	3	2	1	NA
6. Eye contact was maintained with students	4	3	2	1	NA
7. Used clear and appropriate language	4	3	2	1	NA
8. Made appropriate use of technology	4	3	2	1	NA
9. Session was interactive	4	3	2	1	NA
10. Projected enthusiasm for the subject matter	4	3	2	1	NA
11. Instructional style was appropriate for material	4	3	2	1	NA

Observer Comments:

Observer Signature _____

APPENDIX E

University of St. Katherine Teach-Out Policy

In the event that the decision is made to discontinue a USK program, the University will do the following:

- Create and execute a communication plan to address the needs of affected students, faculty, and staff;
- Suspend recruitment of new students into the program and withdraw all related marketing materials;
- Publish a detailed course schedule enabling all currently enrolled students to complete the program no later than their current projected completion date;
- Define and commit faculty and other resources as necessary to meet the needs of all currently enrolled students for the duration of the teach-out period;
- Meet all teach-out requirements of USK's accrediting and licensing bodies;
- Publish guidance for how the University will assist affected students seeking to transfer to other institutions instead of persisting through the teach-out;

Students accommodated by the teach-out will be expected to do the following:

- Students participating in the teach-out must take the required courses required when they are offered. Students who seek exceptions may request an Independent Study, which the University may approve if sufficient resources are available.
- Students who fail or withdraw from a course in the published sequence may retake the course only if it is offered again before the end date of the teach-out period. With the approval of the department chairperson, the course may be retaken at another institution.
- Students who withdraw, are dismissed, or take a leave of absence from the program after the teach-out has been announced may appeal to re-enter the program only if the courses they require to complete the program are available in the published course schedule and can be completed before the teach-out end date.

The University will assist those students who wish to transfer to another institution. Once students are accepted for transfer they will not be permitted to re-enroll in the program under teach-out.

APPENDIX F

USK Campus-Wide Late Work Policy

USK believes that part of our mission is to prepare students for success in the 'real world,' where deadlines are most often firm and non-negotiable. USK therefore has a campus-wide “no late work” policy. All assignments are due on the date specified by the professor in the syllabus, and work that is not received by the due date will receive a grade of zero. Absence from class for an excused athletic event does *not* excuse a student from the responsibility of turning in all work on time." Exceptions will be for emergency situations only and must be approved by the Department Chairperson.