

Wagner College



Faculty Handbook

17th Edition, Second Revised

I

ACADEMIC ORGANIZATION

A. Board of Trustees

The constitutional and legal control of Wagner College resides in the Board of Trustees. The Regents of the State of New York have authorized as many as thirty-five members of the Board of Trustees. The President of the College is the Chief Executive Officer and a voting member of the Board. Officers of the Board are a Chair, Vice Chair, Secretary, and Treasurer.

The *College Constitution and Bylaws* (see Appendix B) delegates major areas of academic affairs to the Faculty. The Board, or one of its committees, generally reviews actions taken and acts itself on certain major changes.

The *College Bylaws* state the following concerning the duties of the Board:

The Board of Trustees represents the founders, alumni, benefactors, and the public in selecting policies that are consistent with the purposes for which this institution was founded.

The Board of Trustees formulates and determines policies, seeks to strengthen support and development of the College, controls the finances, and advises the President and controls the business and affairs of the College.

(Article I, Sections 1 and 2)

B. Administration

1. The College President

The duties of the College President as specified in the *College Bylaws* are as follows:

The President of the College shall be elected by and serve at the pleasure of the Board of Trustees.

The President of the College shall preside at all public exercises of the College, shall confer degrees authorized by the Board upon persons fulfilling the requirements thereof, and shall be the official representative of the College.

The President of the College shall be the Chief Executive and Administrative Officer of the College and Chair of the Faculty. The President shall be an ex-officio voting member of all trustee committees, except the committees engaged in presidential search and selection, and shall be the official medium of communication between members of the Board, the Faculty, the student body, and staff.

The President shall appoint, subject to the approval of the Board of Trustees, all administrative officers of the College including, but not limited to, the Provost, Vice Presidents, the Vice Provost for Academic Affairs, Comptroller, Registrar, various Deans and Assistant Deans, and the Director of Campus Operations.

In consultation with the Executive Committee of the Board, the President shall have the authority and

power to dismiss any such administrative officer and all non-academic employees on one month's written notice if, in the President's judgment, the best interests of the College deem such action necessary.

(Article VI, Sections 1–4)

In matters of Academic Affairs the President shall:

- a. serve as the sole officer through whom the Board of Trustees exercises its control. The President shall be the official head of all instructional Departments of the College, exercising such supervision and direction as shall best promote their efficiency. The President shall be a voting member at Faculty meetings and a non-voting, ex-officio member of all Faculty committees. The President or a designee shall chair the Faculty meetings.
- b. have authority to appoint members to the teaching staff in any rank for a term of one year.
- c. have authority to appoint members to the teaching staff on a temporary full-time or part-time basis in any rank as in the President's judgment shall be desirable for the College.
- d. have the power not to reappoint any member of the instructional staff not on tenure, provided the President gives the minimum periods of notice specified.
- e. have the power to suspend or terminate any member of the educational staff on tenure for adequate cause or on account of extraordinary financial emergencies or the discontinuance of a Department or curriculum, provided written notice is given.
- f. have the power to veto the action of the Faculty, provided, however, that the President shall, within one week of the action, file the veto and his or her reasons therefore in writing with the Secretary of the Faculty and the Secretary of the Board.

The right of appeal from the President's veto to the Board is granted to the Faculty, upon two-thirds vote of the Faculty, provided such a vote is taken within one week of the filing of the veto.

The Faculty may request the President or the Board to reconsider the action and may transmit to the President or to the Board its views on the matter under consideration.

If requested by the Faculty, the President or the Board shall reconsider the action and shall inform the Faculty of the decision on reconsideration in writing within thirty (30) days of receipt of the Faculty's request for review.

- g. In acting upon a recommendation of the Faculty Personnel Committee for reappointment with tenure, the decision of the President and the Board to accept or reject such recommendation shall be final and binding.

(Article VI, Section 7)

2. Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs, who is appointed by the President with the approval of the Executive Committee of the Board of Trustees, holds office at the pleasure of the President. Subject to the authority of the Board and the President and to the statutes of the College,

the Provost acts as executive officer of the Faculty and is responsible for the proper preparation and conduct of the academic functioning of the College. In addition, the Provost oversees student life, admissions, and related areas of institutional importance as arranged by the President.

The Provost presents business for action by the Faculty and has ex-officio membership on all committees of the Faculty. He or she advises the President of academic policies and also discharges such other duties as may be delegated to him or her by the statutes of the College or the Board through the President.

The Provost's broad responsibilities include long-range academic planning, serving as liaison with State and Federal agencies, maintaining program registration and accreditation, preparing academic budgets, and academic funding proposals. The Provost also evaluates faculty and reviews recommendations for faculty appointment and non-reappointment, as well as the granting of rank, promotion and tenure. In addition, the Provost recommends to the President annual compensation levels and Exceptional Performance Awards.

3. Registrar

The Registrar is appointed by the President with the approval of the Executive Committee of the Board of Trustees and reports to the Provost. He or she is responsible for: all course scheduling; student advisory programming for registration and graduation, both undergraduate and graduate; evaluation and maintenance of academic records; development of the academic calendar; preparation and submission of enrollment-related reports to internal groups, government and other regulatory agencies; and such duties as are assigned.

4. Dean of Graduate Programs

The Dean of Graduate Programs is appointed by the President and reports to the Provost. He or she is responsible for: graduate program direction; the preparation of the Graduate Bulletin, the Academic Affairs Annual Report; the Graduate Academic Awards Dinner; and such duties as are assigned.

5. Dean of the College

The **Dean of the College** is appointed by the President and reports to the Provost. He or she is primarily responsible for overseeing advisement, residence life, co-curricular programs, health services, and peer tutoring. He or she also oversees student affairs, sits with the Academic Policy Committee and the Academic Review Committee, coordinates various faculty development programs, and undertakes other projects as determined by the Provost.

6. Dean of Experiential Learning

The Dean reports to the Provost and he or she administers the full range of responsibilities associated with supporting the learning community and reflective tutorial program required of all Wagner undergraduates including faculty support, the placement of students in field work, and oversight of educational partnerships with professional and community organizations. He or she oversees Career Development and has responsibilities for career counseling, campus interviews, resume preparation, assistance in locating career opportunities and/or graduate school admission. Voluntary internships either for credit or non-credit as well as Senior Learning Community practicums are coordinated by the Dean.

C. The Faculty

The Faculty shall consist of the President, the Provost, the full-time members of the instructional staff normally classified as Professor, Associate Professor, Assistant Professor, Associated Faculty, and Instructor, all temporary but full-time members of the instructional staff, all academic officers, and all persons granted status as “faculty by exception” as approved by the Faculty and approved by the President.

(*College Bylaws Article VIII, Section 1*)

Academic officers are administrative officers who hold academic rank. They may retain teaching responsibilities in the Department in which they hold academic rank or in a program in which they are qualified to teach. For purposes of appointment, promotion, and tenure to academic rank, administrative officers are evaluated according to the procedures and criteria in this *Handbook*. At the time of appointment and at times deemed appropriate by the Trustees, academic administrators may be considered for tenured faculty appointment. These candidates will be reviewed by the appropriate Department and the Faculty Personnel Committee for tenure and rank on the nomination by the Provost and President. Academic officers do not participate and vote in matters of peer evaluation, reappointment, promotion, and tenure except as otherwise provided in this *Handbook*. They do participate and vote in all Committee of the Whole matters, but do not serve on Faculty Committees except as otherwise provided in this *Handbook*. They enjoy the full conditions and terms of employment of the Faculty presented in Chapter II of this *Handbook*.

Tenure-track, full-time faculty are classified in one of the following ranks: Professor, Associate Professor, Assistant Professor, and Instructor. The Board of Trustees may confer emeritus status on all retired full-time faculty members. Tenure-track, full-time faculty participate and vote in all Department and Faculty matters, including matters of peer evaluation, reappointment, promotion, and tenure. Tenure-track, full-time faculty members participate and vote in all Committee of the Whole matters and serve on Faculty committees. They enjoy the full conditions and terms of employment of the Faculty presented in Chapter II of this *Handbook*. They are eligible for Faculty Aid and Faculty Research Grants.

Full-time employees with administrative and teaching responsibilities are classified as Associated Faculty. Although their duties may be primarily administrative, they shall be assigned to the Academic Departments in which the course or courses taught are offered, subject to the approval of the Department. At the discretion of the department, Associated Faculty may participate in department activities and meetings, and may vote, with the exception of personnel issues such as peer evaluation, reappointment, promotion and tenure for which they cannot vote. They may attend Committee of the Whole meetings but cannot vote at them. They do not enjoy the full privileges and terms of employment for Faculty as outlined in Chapter II of this handbook.

Temporary, full-time faculty are classified as Visiting Professors and Temporary Full-Time Professors. Temporary, full-time faculty shall be assigned to the Academic Departments in which the course or courses taught are offered. Temporary, full-time faculty participate and vote in all Department and Faculty matters except matters of peer evaluation, reappointment, promotion, and tenure. They participate and vote in all Committee of the Whole matters but do not serve on Faculty committees. They enjoy the full conditions and terms of employment of the Faculty presented in Chapter III of this *Handbook*. However, they are not eligible for Faculty Aid or Faculty Research Grants.

Part-time instructional staff are personnel appointed for a semester or session to provide academic instruction, normally up to two courses per term. Part-time instructional staff are classified in one of the

following ranks: Lecturer, Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor. Part-time instructional staff shall be assigned to the academic Departments in which the course or courses taught are offered. Part-time instructional staff do not participate and vote in matters of peer evaluation, reappointment, promotion, and tenure. They may participate but do not vote in all Committee of the Whole matters. They do not serve on Faculty committees. They do not enjoy the full conditions and terms of employment of the Faculty presented in Chapter III of this *Handbook*. They are not eligible for Faculty Aid or Faculty Research Grants.

Graduate or teaching assistants may be appointed in accord with College policies.

1. Powers of the Faculty

The Faculty shall have primary responsibility for making decisions in the areas of students' admissions requirements, curriculum, subject matter and methods of instruction, research, and those aspects of student life that relate to the academic process. The Faculty shall establish the requirements for degrees offered in courses, determine when the requirements have been met, and recommend to the President and the Board of Trustees that degrees be granted.

Although changes in the curriculum and other components of the College's educational program shall not require Board action, the Board shall retain final authority over all such changes and may, at its discretion, overrule the Faculty or Administration.

(College Bylaws Article VIII, Section 2)

It is understood that the Faculty may delegate the exercise of its powers to officers of the Administration or to Faculty committees, but the Faculty shall receive reports of the actions taken. In addition, the Faculty may advise the President on any matter affecting the well-being of the College.

With respect to decisions in the areas of students' admissions requirements, curriculum, subject matter, and methods of instruction, research, and those aspects of student life which relate to the academic process, the power of review, or of final decision, which rests with the College, should be exercised adversely only in exceptional circumstances. Where the College rejects a decision of the Faculty in these areas, the President shall notify the Faculty in writing of the decision and shall state the reasons for the decision.

Within thirty (30) days of receipt of a communication the Faculty may request the President or the Board of Trustees to reconsider an initial adverse decision and may transmit to the President or to the Board its views on the matter under consideration.

If requested by the Faculty, the President or the Board shall reconsider the action and shall inform the Faculty of its decision on reconsideration in writing within thirty (30) days of the receipt of the Faculty's request for review.

Where a Faculty decision is rejected by the President or the Board, the provisions of the *College Bylaws*, Article VI, Section 7 apply.

2. Divisions and Academic Departments

a. Divisions

In order to maximize its effectiveness the College has organized academic disciplines into

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five respective Divisions to structure education around recognizable academic foci.

1) Organization of the Teaching Faculty

- a) Humanities Division
Department of English
Department of History
Department of Modern Languages
Department of Philosophy and Religious Studies
- b) Professional Programs Division
Department of Business Administration
Department of Education
Department of Nursing
- c) Performing and Visual Arts Division
Department of Art
Department of Music
Department of Theatre/Speech
- d) Sciences Division
Department of Biological Sciences
Department of Mathematics and Computer Science
Department of Chemistry and Physics
- e) Social Sciences Division
Department of Economics
Department of Government and Politics
Department of Psychology
Department of Sociology/Anthropology

b. Academic Departments

Departments have responsibilities in developing curriculum, adopting major and minor requirements for graduation, supervision of majors, laboratories, external affiliations, broad curricular or co-curricular demands, internships, clinicals, recruitment, developing and administering budgets, scheduling classes, hiring full-time and adjunct faculty, and/or publications/promotional efforts.

Groups recognized as Departments shall meet regularly. All Departments are expected to participate in a five-year self-review process.

c. Department Chairs

Disciplinary groups organized as Departments are guided by a Department Chair. An Academic Department has the primary responsibility for the educational program of the discipline as well as the variety of individual needs specific to that particular discipline.

Department Chairs have the complex task of supervising the Department in an adaptive, flexible,

and open manner while simultaneously attending to the following list of guidelines. The following list is intended to clarify and describe the role of Department Chair and should not be construed as recommendation for a rule-and-policy hierarchical approach.

As academic leaders, Department Chairs are expected to set the example as characterized through availability, openness, and industry rather than through rule-driven written directives. While it is expected that the individual Department Chair's responsibilities are unique to each discipline, at a minimum, Department Chairs have responsibility in the following areas.

The Department Chair's responsibilities to the Faculty and College administration require that he or she:

- keep the Department Chairs Council and Administration regularly informed of major developments in the Department
- insure that students in the Department are offered the appropriate educational experience and are meeting the standards set by the College and the Department
- prepare an annual report and self evaluation
- supervise annual evaluations of Department adjunct faculty and staff
- recommend the appointment and non-reappointment of adjunct faculty and staff to the Provost
- assign instructors to courses
- acknowledge requests from members of the Department for financial aid from the College to attend scholarly conferences and to conduct individual research projects
- approve requests from members of the Department for leave of absence or sabbatical leave
- continue to maintain a teaching load
- consult regularly with the Provost and other College officials regarding matters affecting the work of his/her department
- be informed about the educational philosophy and policies of the College as a whole
- attend the regularly scheduled meetings of the Department Chairs Council
- monitor Department budgetary requests and expenditures
- review staffing needs and make other recommendations related to the growth of the Department with the Provost
- administer the educational program of the Department, assisting all department members in meeting their professional and teaching responsibilities to the College, their students, and colleagues.

The Department Chair's responsibilities to the Department require that he or she:

- plan and hold Department meetings each semester.
- prepare an agenda for each meeting in consultation with faculty
- preside over the meeting according to accepted democratic process
- report to the members about the working of the Department and issues requiring attention
- review student and peer evaluations annually with each faculty member
- insure that all Department decisions are made effective without undue delay
- prepare a report for the Provost's office regarding the performance of the Department over the course of the year
- normally run the Peer Evaluation Group, write the Narrative Summary and do the Tally Sheet for all full-time department members requesting reappointment, promotion and tenure (See Section 4C)
- put together spring, fall and summer course schedules
- complete degree audits for all graduating seniors in the department

- oversee search process for new faculty
- arrange for the teaching observations of the Associated Faculty

Items that would regularly be subject to Departmental discussion include the following:

- dropping/adding of courses
- Departmental offerings in the general curriculum
- Departmental degree requirements for majors, minors, and concentrations
- course content and texts for multi-section courses
- policies with regard to transfer students and course substitutions
- matters pertaining to future development of the curriculum
- acquisition of Department supplies
- supervision of laboratories
- advisement procedures
- coordination of collateral efforts to support of curriculum
- Departmental involvement in student recruitment

It should be understood that all members of each respective Department shall be free to submit items for discussion, both for the prepared agenda and for the meeting. The Department Chair should act as the moderator for faculty discussions, voting only to break a tie, if there should be a need, but at all times retaining the right to vote. For the sake of administrative efficiency and to centralize the activities of the Department, it is necessary that the Department Chair act as an executive in performing certain duties. In doing this, the Department Chair must be guided by regulations or decisions established by the College and the Department which are relevant to the matter, but he or she may be required to make decisions on particular issues without prior consultation with the Department.

In the event of a disagreement between the Department and the Department Chair, a decision of a Department Chair may be challenged by a vote of the respective Department. If the matter cannot be resolved equitably it will be forwarded to the Provost.

With the consent of the Department and the individuals involved, some of these duties may be delegated to other members of the Department from time to time, but in such instances the final responsibility for performance shall remain with the Department Chair.

Among the executive responsibilities of the Department Chair are the following:

- oversee and assure advising of all majors in the Department
- be responsible for all correspondence and other communication necessary for the effective operation of the Department
- recommend candidates for Departmental appointment
- supervise the work of student help, staff, and other assistants in the Department and authorize payment
- submit to the Provost budget requests and other recommendations needing administrative approval
- administer approved Departmental budgets
- submit to Faculty committees recommendations from the Department requiring the attention of Faculty committees
- approve or disapprove individual student requests for transfer of courses which pertain to a major, minor, or concentration
- approve or disapprove student requests for modification of curriculum requirements

- authorize and submit requests for teaching aids, office and laboratory supplies, and library requisitions
- be responsible for the security and maintenance of equipment and inventory
- make arrangements when members of the Department are unable to meet regularly scheduled classes

d. Selection of Department Chairs

Eligibility: A Department Chair must be a full-time member of the Faculty who holds the rank of Assistant Professor, Associate Professor, or Professor. Except in unusual circumstances with the approval of the Provost, the Department Chair shall be a tenured member of the Faculty.

All full-time members of the faculty whose primary duty is teaching, and who hold the rank of Instructor, Assistant Professor, Associate Professor, or Professor, shall be eligible to participate in the selection of the Department Chair, except those members whose full-time employment in the College will be terminated before the beginning of the next academic year.

Procedure: The process of selecting a Department Chair shall begin with a Departmental meeting with the Provost to review needs and issues affecting the Departmental program. Each respective Department shall then meet as a whole to elect the Department Chair by a majority vote of the eligible faculty. Normally this is to occur at a regularly scheduled April meeting. Faculty unable to attend may vote by absentee ballot or proxy.

The election results will be submitted by the Department to the Provost. In unusual circumstances, and for compelling reasons, the Provost may decline to certify the election. These reasons must be communicated in writing to the Department and the Academic Policy Committee. Subsequent selection of a Department Chair will require an additional election by the faculty and follow the same procedure. Department Chairs shall normally serve three-year terms and may serve consecutive terms.

The Department Chair may be recalled after one (1) year by a vote of two thirds (2/3) of the full-time faculty group in a meeting called for that purpose by the Provost after notice of ten (10) working days. The Department Chair may also be removed by the Provost, in consultation with the Department, after notice of ten (10) working days for unsatisfactory performance of the duties of the Department Chair as detailed in this *Handbook*. Specific reasons for such removal must be given to the Department Chair in writing at the time of notification.

In the event a Department Chair does not complete his or her term of office, a successor shall be selected by the procedures described above. Should the Provost, in consultation with the Department, decide that the full-time faculty are unable to select a Department Chair, or that it is in the best interests of the College to seek new leadership from outside the Department, then the College may conduct a search for a new Department Chair.

3. Division of Graduate Studies

The Graduate Division is made up of six graduate programs:

- Accounting
- Business Administration
- Education
- Microbiology
- Nursing
- Physician Assistant

The Graduate Division is overseen by the Dean of Graduate Programs. Each graduate program is part of an academic Department run by a Department Chair. Some Departments have a specific faculty member to coordinate their graduate program. Coordinators are either appointed by the Provost or Department Chair or are elected by members of the Department.

The Dean of Graduate Programs is responsible for:

- maintaining the official records of all graduate students
- ensuring that Department standards and course requirements for each of the graduate programs are maintained
- informing graduate students and their respective Departments whenever students are in danger of falling short of requirements
- approving of readmissions to graduate programs
- coordinating the assignment of academic graduate assistants in the graduate division and making up their contracts
- reviewing students' transcripts for continuing eligibility for Alumni Fellowships and notifying the Financial Aid Office
- arranging for Academic Awards for graduate students
- ensuring that graduate program policies are being observed
- coordinating academic Departments with College committees or offices in consideration of changes in graduate programs of study
- ensuring that every graduate student fulfills the established requirements for his or her graduate degree
- fostering an environment of collegiality and common purpose among Graduate Faculty, administrators, and students involved in graduate studies programs

Chairs of Departments and/or Coordinators of Graduate Programs within Departments are responsible for:

- ensuring that graduate students in their Department are offered the appropriate educational experience and are meeting the standards set by the College and the Department
- making decisions on Departmental offerings in the graduate program
- making decisions on Departmental degree requirements for majors in the graduate program
- deciding on course content in the graduate curriculum
- making decision on future development of the curriculum
- assessing program and course outcomes
- working with the Admissions Office on recruiting and marketing the program
- making policies with regard to admission and transfer students
- approving or disapproving individual student requests for transfer of courses
- overseeing the advising of all majors in the Department's graduate program

- assigning instructors to courses
- supervising the work of student help, staff, and other assistants in the Department.
- completing a written annual report to be presented to the Office of the Provost at the end of the academic year

4. Changes in the Organization of Divisions and/or Departments

After consultation with the respective faculty and departments involved and the Provost, the Academic Policy Committee and the Priorities and Budget Committee, acting as a joint body, may recommend the creation, termination, or merger of departments and/or Divisions. Upon discussion and vote by the Committee of the Whole, the recommendation is to be forwarded to the President and the Board of Trustees.

5. Additional Responsibilities of Faculty Members

The effectiveness of faculty members and long term success of the institution shall depend in a large measure on the willingness of all members to assume a wide range of responsibilities. In addition to instruction, it is expected that full-time faculty:

- attend all scheduled Division/Department meetings
- contribute freely to the discussion of all issues before the Division/Department
- carry out decisions in a democratic manner
- assume special responsibilities in consultation with Department Chair
- keep regular office hours that shall be suitable for students and generally be accessible to students, colleagues, and staff
- discuss plans and projects with the Department Chair in their formative stages

6. Student Representation at Department Meetings

Two student representatives (non-voting) to each Departmental meeting may be chosen at a meeting of Departmental majors, held normally at the beginning of each academic year. This meeting may be called and conducted by the Department Chair.

II

STANDING COMMITTEES AND FACULTY GOVERNANCE

A. Voting Eligibility

All full-time faculty, as defined by the *College Bylaws* Article VIII Section 1, and those granted status and tenure as “faculty by exception”, including those on leave, constitute the voting members of the Faculty. Members of the full-time faculty become eligible to vote at meetings of the Committee of the Whole following their initial appointment to full-time status and after they have assumed their duties. Visiting and first-year Faculty members are not eligible to participate in personnel recommendations in their respective Departments and programs, nor to serve as outside representatives in Peer Evaluation Groups. The President, the Provost, and the Vice Provost for Academic Affairs are voting members of the Committee of the Whole.

B. Committee of the Whole Meetings and Town Meetings

The Committee of the Whole will meet in legislative/business meetings at least three times per semester and at least once per term in a Town Meeting. The Town Meeting will be a non-business meeting open to discussion of issues of interest to the faculty. Overall, the Town Meeting is to allow for larger conversations by the Faculty on timely and significant issues better discussed, initially, in this format prior to Committee proposals and/or legislative consideration at the regular business meetings of the Committee of the Whole. Town Meetings allow full discussion to take place without the reports of college officers or standing committees that characterize regular business meetings. The topics for each Town Meeting will be set by the Priorities and Budget Committee. The Chair of the Priorities and Budget Committee or his/her designee will moderate the Town Meeting. Special meetings of the Committee of the Whole may be called by the President, or his or her designee, at the President’s or designee’s initiative or at the request of a standing Faculty committee, or by vote of the Committee of the Whole.

The Provost in consultation with the standing Faculty committees shall prepare the agenda for regular legislative/business meetings of the Committee of the Whole. Standing committees will report to the Committee of the Whole at each regularly scheduled meeting. These committees may add items to the agenda of a regular meeting, and items may be introduced from the floor by any voting member of the Faculty under New Business.

The President or his or her designee shall chair the regular business meetings of the Committee of the Whole. Except when otherwise stipulated, voting at all meetings shall be conducted in conformity with the most recent edition of *Robert's Rules of Order*.

Full-time faculty members are required to attend regularly scheduled meetings of the Committee of the Whole. Part-time members of the instructional staff are invited to attend meetings of the Committee of the Whole, but have no voting privileges.

C. Elected Officers and Representatives

1. Faculty Parliamentarian

A Parliamentarian is to be elected annually by the Committee of the Whole.

2. Faculty Secretary

The Faculty Secretary is elected by the Committee of the Whole for a two-year term. He or she, in consultation with the President and the Provost, issues calls for regular and authorized special Faculty meetings. His or her primary function is to keep records and minutes of all official meetings of the Committee of the Whole. In addition, the Secretary informs the President of specified recognition due to faculty members for reason of length of service, retirement, and other noteworthy accomplishments.

3. Faculty Marshal

A Faculty Marshal is elected annually by the Committee of the Whole upon nomination of the Priorities and Budget Committee at the last meeting of each academic year. The Marshal so elected shall serve throughout the academic year in which he or she is elected. The Faculty Marshal shall perform the customary ceremonial duties at commencement, baccalaureate, and official convocations.

4. Faculty Representation to the Board of Trustees

At the last scheduled Committee of the Whole meeting of the academic year, one faculty representative to the Board of Trustees and one alternate is elected.

Faculty representatives represent the entire Faculty. They will consult with the Provost before each Board of Trustees meeting and together they will report substantive results of Board meetings to the Faculty.

D. Nomination and Election Procedures

With exception of the Department Chairs Council, the Priorities and Budget Committee shall serve as a nominating committee, securing in advance, where possible, the consent of at least twice the number of candidates needed to fill committee vacancies. The Committee shall provide the lists of nominees to the Faculty in advance of the meeting at which elections take place.

Nominations may also be made from the floor at the Committee of the Whole meeting where elections are to take place.

Ordinarily, faculty can serve on only one standing committee at a time. Members of the Faculty Hearing and Appeals Committee cannot be members of the Faculty Personnel Committee.

Normally, committee elections are held at the last Committee of the Whole meeting of each academic year. Faculty assume responsibility for these elected positions on July 1, except Department Chairs, who are chosen in the spring and take office in August at the beginning of the fall semester. Elections will be by written ballot and conducted in such a fashion that votes are cast on one ballot for all standing committees being voted for at that time.

A person nominated from the floor whose name already appears on the ballot in connection with another standing committee will be asked to choose immediately whether or not he or she will accept the floor nomination in preference to the nominating ballot designation.

Elections for the standing committees and Department Chairs will be conducted in such a manner that

a majority of votes will be necessary for election. If a majority vote is not obtained, the second ballot shall be confined to the two persons who received the highest number of votes on the first ballot. Election to other committees will be by plurality of the votes cast for each committee with the longer term, if there is one, going to the person with the larger number of votes. If a second ballot is required for failure to receive a majority or for a tie vote, it shall be confined to the two persons who received the highest number of votes on the first ballot.

Absentee Ballots or Proxy Votes: Absentee ballots or proxy votes will not be considered valid unless the group conducting the election takes specific action to authorize such votes before the election is held. In the latter case, the vote will be counted on the initial ballot only, not on succeeding ballots.

E. Standing Committees of the Faculty

There are nine (9) standing committees of the Faculty:

- o Academic Policy Committee
- o Academic Honesty Committee
- o Academic Review Committee
- o Committee for Learning Assessment
- o Faculty Personnel Committee
- o Priorities and Budget Committee
- o Department Chairs Council
- o Hearing and Appeals Committee
- o Periodic Governance Evaluation Committee

Each standing committee of the Faculty shall meet as necessary and report its actions to the Committee of the Whole. Additional meetings may be called by the Chair or upon written request of a majority of the members of the committee.

Written minutes of all committee meetings shall be kept and sent to the Provost, and copies placed in a permanent file in the office of the Provost. The Provost is an ex-officio member of all standing committees. Committee recommendations for major policy changes shall be brought to the Committee of the Whole.

1. Academic Policy Committee

The Academic Policy Committee consists of five members of the full-time faculty, one from each of the five Divisions. The Provost and the Vice Provost for Academic Affairs serve on the committee as **a** non-voting members. In addition, one student may serve as a non-voting member. The committee elects its own chair.

An Academic Policy Committee member must be a full-time member of the Faculty who holds the rank of Assistant Professor, Associate Professor, or Professor. Except in unusual circumstances, normally the majority of committee members are tenured members of the Faculty.

The Committee of the Whole elects members to the Academic Policy Committee at the last regularly scheduled meeting of the academic year. The elections are staggered to prevent more than three persons from beginning their committee service in the same year. The term of service is three years, with the possibility of re-election for a second term.

The Academic Policy Committee is responsible for:

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- o reviewing current academic programs
- o reviewing all recommendations regarding faculty position requests based upon curricular needs
- o conducting initial reviews and making recommendations for new programs
- o reviewing all courses for meeting distribution requirements
- o evaluating all course changes in existing programs
- o evaluating course changes needed to implement new programs
- o reviewing all new course proposals
- o receiving reports from the Provost regarding workloads and visiting positions

Recommendations of the Academic Policy Committee shall be presented to the Committee of the Whole for appropriate action.

2. Academic Honesty Committee

The Academic Honesty Committee consists of five faculty members chosen by the Committee of the Whole ordinarily from different Divisions. There are no rank or tenure requirements for faculty representatives. Faculty will serve three-year staggered terms.

A non-voting student member and two alternates, chosen from the Community Standards Review Board, shall serve on the committee. The student members shall serve for one academic year, or until a new member is designated. Eligibility for service shall be limited to full-time students in good standing with no prior violations of academic honesty or community standards policy.

The Committee is charged with hearing cases of alleged academic dishonesty and recommending penalties, if appropriate. A report on the Committee's activities will be made once each semester to the Committee of the Whole.

3. Academic Review Committee

The Academic Review Committee consists of the Registrar, the Dean of the College, the Vice Provost for Academic Affairs, and three faculty members elected from the Committee of the Whole. The three faculty representatives must come from three different Divisions. There are no rank or tenure requirements for faculty representatives. Faculty will serve three-year staggered terms.

The Committee is charged with reviewing, each semester, the academic records of students to determine those students to be placed on Probation or Academic Suspension, and to review the records of students previously placed on Probation or Academic Suspension to determine if continued Probation or Suspension is warranted. A report on the Committee's activities will be made once each semester to the Faculty.

4. Committee for Learning Assessment

The Committee for Learning Assessment consists of five full-time faculty. The Provost, the Vice Provost for Academic Affairs, and the Dean of the College serve on the committee as non-voting members. The Committee of the Whole elects to the CLA one member of each of the Divisions nominated to run based on their ability to represent the interests of their academic Faculty and based on their expertise in learning assessment.

A CLA member must be a full-time member of the Faculty who holds the rank of Assistant Professor or higher. The Committee of the Whole elects members to the CLA at the last regularly scheduled meeting of the academic year. The elections are staggered to prevent more than four persons from beginning their committee service in the same year. The term of service is three years, with the possibility of re-election to a second term.

The Wagner College Faculty has committed itself to using a systematic learning assessment plan to address the following two questions:

- Does Wagner College present courses/formats/settings that allow students to meet the learning goals as found in the *Wagner College Undergraduate Bulletin*?
- Do Wagner College students achieve the learning goals?

To serve this end, the Committee for Learning Assessment is responsible for:

- serving as a resource function and
- assisting academic Departments and other policy-making bodies in coordinating the assessment of all academic curricular and cocurricular programs.

5. Faculty Personnel Committee

The Faculty Personnel Committee consists of five tenured members of the full-time faculty who hold the rank of Full or Associate Professor. The Committee of the Whole elects to the FPC one member from each of the academic Divisions. The Faculty Personnel Committee shall elect its own Chair.

Elections are staggered to prevent more than three persons beginning their committee service simultaneously. The term of office for a faculty member on this committee is three years, with the possibility of re-election for one additional term.

The Provost shall meet with the Committee to discuss its recommendations, which will be subsequently forwarded to him/her for decision.

A member of the Faculty Personnel Committee shall not be eligible for promotion while serving on the committee. In the event of a vacancy on this committee, the Committee of the Whole shall elect a successor at the earliest opportunity. In those cases where it is known at the beginning of the academic year that a member cannot complete the full year, a new member shall be elected to fill the position at the beginning of the academic year.

The Faculty Personnel Committee is responsible for:

- evaluating faculty members for reappointment, promotion, and tenure and forwarding its recommendations to the Provost
- receiving and evaluating faculty requests for sabbaticals, leaves of absence for scholarly purposes, Faculty Aid Funds, Faculty Research Funds, and funds to attend professional meetings, and evaluating the written report of such activity
- with the Provost and Vice Provost for Academic Affairs, receiving and evaluating applications for Faculty Exceptional Performance Awards and selecting the awardees

6. Priorities and Budget Committee

The Priorities and Budget Committee (PBC) consists of seven members of the full-time faculty: one tenured member from each of the five Divisions and two additional members (without tenure requirement) chosen at-large. The PBC will elect its own chair.

The Committee of the Whole elects members to the Priorities and Budget Committee at the last regularly scheduled meeting of the academic year. The elections are staggered to prevent more than three persons from beginning their committee service in the same year. The term of service of tenured members representing Divisions is three years, with the possibility of re-election for a second term. At-large members serve two-year terms with possibility of re-election.

The PBC will be charged with the following responsibilities:

- o reviewing the annual operating budget of the College
- o with the Provost, designing, reviewing, and revising the priorities statement for Academic and Educational Programs
- o reviewing and making recommendations on the Strategic Plan for Academic and Educational Programs
- o making recommendations to the President and the Provost on resource allocation affecting all educational programs, including departmental budgets, library and information technology, Academic and Cultural Enrichment, financial aid, student life, and fundraising
- o reviewing all recommendations regarding faculty position requests from APC based upon budget and priority concerns
- o annually nominating a slate of faculty for election to Faculty committees and as representatives to the Board of Trustees
- o periodically reviewing and revising the *Faculty Handbook* and forwarding recommendations to the Committee of the Whole
- o formulating, in collaboration with appropriate administrative officers, the faculty compensation plan and reporting to the Committee of the Whole
- o monitoring student recruitment, retention, attrition, and other related issues
- o receiving reports from the Provost regarding workloads and visiting positions
- o calling special meetings of their Division to discuss important issues when necessary

Faculty members elected to the PBC as Divisional Representatives will communicate information and act as liaisons to the faculty in their division and when necessary, serve as conveners/agenda setters for their respective divisional meetings of the five Divisions-

The Provost will report salary (excluding overloads, independent studies, etc.) ranges and medians by rank and gender to the Priorities and Budget Committee no later than October 1st of each academic year.

The PBC will consult as needed with the Faculty Personnel Committee, the Academic Policy Committee, and the Department Chairs Council on issues affecting academic priorities and faculty work and compensation.

The PBC shall have the right to request all information that it deems necessary to fulfill the preceding responsibilities.

The PBC will report to the Committee of the Whole at least once a semester and may place items for discussion or action on the COW agenda.

7. Department Chairs Council

The voting membership of the Department Chairs Council (DCC) consists of the duly elected Chairs of the Academic Departments. The non-voting membership includes the Registrar, Vice Provost for Academic Affairs, Dean of the College, and the Provost, who serves as chair of the committee. On occasion the Director of the Honors Program will attend.

The Department Chairs Council will meet three times a semester and will be chaired by the Provost. The Council is responsible for:

- o making recommendations regarding departmental budgets
- o review and make recommendations regarding interdepartmental responsibilities
- o making recommendations regarding the academic calendar
- o participating in the preparation of course schedules
- o promoting faculty welfare
- o addressing library, bookstore, and other educational resource concerns
- o recommending changes in academic standards
- o recommending changes in admission standards
- o recommending changes in academic advisement

The Department Chairs Council presents recommendations on major issues to the Committee of the Whole for appropriate action.

8. Faculty Hearing and Appeals Committee

The Faculty Hearing and Appeals Committee (FHA) consists of five tenured members of the full-time faculty. The Committee of the Whole elects to the committee one member from each of the Divisions and one alternate, representing the faculty-at-large, with no more than one member from an Academic Department. The committee elects its own chair.

Members of the Faculty Personnel Committee are ineligible to serve on this committee and any member personally involved in a case under consideration must absent him/herself from the deliberations. The elected alternate shall then participate in the deliberation of the case.

It shall be the responsibility of the FHA to hear and make recommendations on faculty appeals concerning significant personnel issues where a substantive violation of the normal operating process is alleged. In each case, an effort shall be made to resolve differences with the assistance of the Provost, if appropriate, prior to initiating a formal appeals process. If the differences cannot be resolved, the Provost will convene the FHA which will at that time elect a chair. Appeals regarding appointment and tenure may only involve substantive procedural irregularities or application of improper criteria. Substantive violations are defined as serious considerations that could result in a different outcome in the reappointment process. The evaluation of the merits of appointment and tenure lie with the process of reappointment (outlined below).

Prior to the convening of the Hearings and Appeals Committee the appellant will prepare:

- a. a brief description of the events leading up to the appeal and/or the situations providing its context
- b. an account of the nature of the appeal which specifies what it is the faculty member is grieving and the reasons he/she considers it an injury
- c. reference to the policies or procedures in the *Faculty Handbook* which have allegedly been

violated

Normally the faculty member shall be notified within one month by the committee chair from receipt of the appeal whether the Committee considers it to fall within the range of its jurisdiction and, hence, whether it will hear the case or not.

If the Committee decides to hear the case, it may require further information from concerned parties and, consequently, may wish to call the faculty member as well as others involved for a hearing.

The findings of the Committee shall be conveyed to the President, the faculty member and all other involved parties in the form of a judgment about the merits of the appeal together with any recommendations for the action that the Committee deems warranted. Final disposition of the grievance rests with the President.

The Faculty Hearing and Appeals Committee also hears cases involving faculty discipline according to the procedures specified in the *Faculty Handbook*.

All deliberations and conclusions of the Committee shall be held in the strictest of confidence with the exception of those most directly involved.

The Faculty Hearing and Appeals Committee shall meet as needed.

9. Periodic Governance Evaluation Committee

Each of the standing committees of the Committee of the Whole shall annually elect one of its members and every three years, the Committee of the Whole will elect two members at large, to serve on the Periodic Governance Evaluation Committee (PGEC). Non-voting members include the Dean of Graduate Programs, the Vice Provost for Academic Affairs, and the Provost, who will serve as the chair of the committee.

When appropriate, two student representatives will be elected/appointed by Student Government.

The primary task of the Periodic Governance Evaluation Committee is to assess the Faculty governance structure in light of the goals and objectives of the College. The Committee shall establish its own rules and regulations for the conduct of its business.

The Committee may be called by the Provost or by a majority vote of the Faculty.

III

PROFESSIONAL STANDARDS

A. Academic Freedom

All members of the Faculty are entitled to academic freedom and tenure as defined in the *1940 Statement of Principles on Academic Freedom and Tenure* formulated by representatives of the Association of American Colleges and the American Association of University Professors. See Appendix A for the complete text of the 1940 Statement.

B. Protection from Discrimination

Wagner College does not discriminate on the basis of race, sex, color, religion, age, handicap, sexual orientation, marital status, or national and ethnic origin in admission, employment, participation in, or administration of, any educational program or activity of the College.

C. Academic Calendar

Faculty responsibilities span the calendar year. When not in session, faculty are engaged in professional development as well as teaching preparation and curriculum development. The academic year normally begins shortly before first-year student orientation and culminates shortly after Commencement.

Faculty members are not required to teach or perform other College services on campus during the summer sessions.

Each year, the College shall publish an official academic calendar. The Provost is responsible for the preparation of the calendar subject to the approval of the Committee of the Whole and the President. In the case of unforeseen circumstances the President, after consultation with the Department Chairs Council, may make modifications in the calendar during the course of the academic year.

D. Faculty Compensation

1. Role of Priorities and Budget Committee

The Priorities and Budget Committee shall meet with the Provost, the Vice President for Finance and Administration, and any other appropriate party or parties in order to propose a faculty compensation plan that serves as the guideline for faculty salary decisions. The Priorities and Budget Committee will present its compensation plan to the Faculty in the spring term.

The Provost shall bring the plan to the President for a final decision. In July the President and/or Provost shall report to the Faculty on the allocation of compensation adjustments and the salary ranges by rank. Individual members of the Faculty will receive notice in writing regarding compensation for the following year.

2. Academic Year Salaries

The following considerations determine the annual academic year salaries of the Faculty (specific

details will be worked out by the Priorities and Budget Committee):

When salary is adjusted for rank and years of service, equity is a significant consideration. Normally a monetary award for promotion from one rank to another shall be provided that is separate from the base salary.

Exceptional Performance Awards separate from the base salary may be provided to those faculty judged to have performed exceptionally in the areas of teaching or scholarship or service to the College.

Annual Increment: College resources permitting, all members of the Faculty will receive an annual increment to be added to the salary base.

Faculty who receive approval to teach overloads shall receive additional compensation separate from the base salary.

Faculty who receive approval to teach tutorials, supervise individual students or student research projects shall receive additional compensation. Full-time faculty who teach independent studies will not receive additional compensation.

Faculty may be eligible for additional salary, separate from base salary, for extraordinary administrative services performed during the academic year and summer months, subject to approval by the Provost.

Ordinarily academic year base salaries for full-time faculty are paid in twelve monthly installments, usually on the last working day of the month.

Usually part-time faculty are paid in 3 monthly installments during the semester, except for special programs run by the College.

3. Compensation for Summer Session

Faculty who teach courses of instruction during summer session shall be compensated at a rate established for the summer session. Pay schedules are established in the summer program appointment letters.

4. Exceptional Performance Awards

a. Definition: The Faculty Personnel Committee, the Provost, and the Vice Provost for Academic Affairs shall each year select from qualified nominees a total of ten (10) Exceptional Performance Awards in the following categories:

- (1) Wagner College Award for Excellence in Teaching
- (2) Wagner College Award for Excellence in Scholarship
- (3) Wagner College Award for Service to the Institution.

Normally, three (3) awards shall be given in each category with the remaining award to be given to a fourth Faculty member in one of the categories.

b. Award: Each of the awards will consist of at least \$1,000, to be an Honorarium.

- c. Announcement: Usually recipients will be notified of their award in the award salary letter dated June 30. The amount of the award will be clearly separated from any across-the-board salary increment. Normally the Honorarium will be a separate check. Awardees will be honored each fall in an awards event that is also used to honor faculty members who have received tenure, promotion, or other noteworthy accomplishments.
- d. Eligibility: Any full-time faculty member who has completed two years of service shall be eligible to apply for an award. The following exceptions apply:
 - (1) No individual may apply for more than one award in any given year.
 - (2) Winners of an award may not apply for an award in the same category for three consecutive years, including the year in which the award was given.
- e. Procedure:
 - (1) Faculty members may apply for an Exceptional Performance Award or may be nominated by other individuals or groups within the Faculty. Nominators will supply, by April 1, a letter of nomination (no more than one page) and supporting documentation to the Provost's Office. Supporting documentation will include a case statement of no longer than three (3) pages and a current CV for the nominee of no longer than three (3) pages.
 - (2) Members of the Faculty Personnel Committee, whose names have been placed in nomination, if they wish to be considered for an award, are required to recuse themselves from the selection process in the category for which they have been nominated.
 - (3) The Faculty Personnel Committee will review each nominee's supporting materials for performance in the area of nomination for the most recent three (3) year time period. The Committee also has, at the discretion of the Provost, access to the information in the nominee's Performance File and Performance Dossier. In cases where the nominee has not been evaluated by the Faculty Personnel Committee and/or the Provost within the past three (3) years, the nominee may supply appropriate supporting documentation, not to exceed ten (10) additional pages.
 - (4) The Faculty Personnel Committee will meet in the month of April to review the nominees and make a selection of awardees. In the event there are fewer worthy nominees than awards, the Committee may decide not to award all the awards in that category, or it may solicit additional nominees.

5. Fringe Benefits

a. Retirement Plan:

The College offers a defined contribution retirement plan through the Teacher's Insurance and Annuity Association and the College Retirement Equities Fund (TIAA-CREF). After completing one year of full-time teaching, or one year of service at a non-profit educational institution immediately preceding employment at Wagner College, and upon attaining age 25 or greater, full-time faculty are enrolled and must participate, in the College's TIAA-CREF retirement plan. A faculty member who is vested in a previous pension plan when hired by the College shall have the one-year waiting period waived.

For all eligible non-tenured faculty, the College contributes to the plan an amount equal to nine percent (9%) of the faculty member's base salary. For all eligible tenured faculty, the College's contribution is ten percent (10%). Faculty may determine their individual contributions to the plan consistent with the maximum limits as determined by the Internal Revenue Code. In any event, a minimum employee contribution of five percent (5%) of the faculty member's base salary is required.

In addition, the College offers Supplemental Retirement Annuities on a tax-deferred basis through the Teacher's Insurance and Annuity Association. The College does not contribute to this plan.

- b. Detailed description of benefits under the following titles can be found in the latest edition of the *Employee Handbook*.
 - o Medical Insurance
 - o Life Insurance
 - o Total Disability Insurance
 - o New York State Worker's Compensation and Disability Insurance
 - o Jury Duty
 - o Parental Leaves
- c. In case of Parental Leaves and Sick Leaves, the College will conform to the U.S. Department of Labor Family Medical Leave Act of 1993.
- d. Faculty Tuition Discount: Full-time faculty, spouses and dependent children, as defined by the Internal Revenue Code, who are admitted to any credit-granting educational program administered by the College shall not be charged tuition. (A different reimbursement schedule is in effect for the Executive MBA Program. Please see the Director of the Program for details). This benefit is granted with the provision that the recipient has applied and taken all the required action to obtain any available New York State aid/Federal awards/scholarships, to the end that the monies received from these sources accrue to the benefit of the College.

The College agrees to inform faculty members and their spouses and dependent children of awards of which it has knowledge, and shall where possible, furnish information on obtaining or shall obtain the proper forms which need to be filed by the concerned party.

Faculty who have children attending the Wagner College Early Childhood Center shall be charged one-half the Center's regular tuition.

Faculty tuition discounts may be taxable as defined by the Internal Revenue Code. All applicable College fees shall be paid to the College by the faculty member, spouse, or dependent children.

6. Leave of Absence

Faculty members may apply for leave of absence without pay for one semester or one academic year. A consecutive second year leave of absence shall be granted only under extraordinary circumstances.

Applications, accompanied by recommendations of the Department Chair, should be made in writing to the Provost.

Leave of absence time does not count as faculty service for the purpose of sabbatical leave, tenure eligibility, or salary increment except when taken for the purpose of advanced study or professional development/scholarly research directly related to the faculty member's duties at the College. Faculty service credit in this case shall be granted for a maximum of one year and only with prior approval and a satisfactory evaluation after the leave by the Faculty Personnel Committee.

7. Sick Leave

Each faculty member shall be granted sick leave with pay for accident or illness according to the following terms and conditions:

Sick leave with pay shall be granted for a continuous period up to six (6) months during a period of sustained illness.

In the event sick leave with pay exceeds seven (7) consecutive days, the faculty member shall submit the appropriate forms, which shall be available in the Personnel Department, required for disability insurance and/or Workman's Compensation. Such payments and compensation shall be paid over to the College.

Sick leave with pay shall be granted only if the Provost is notified as soon as is reasonably possible of the faculty member's accident or illness and of his or her projected period of absence.

A faculty member shall be granted sick leave with pay if she is unable to work because of disability arising out of or connected with pregnancy or recovery therefrom.

Should a question arise as to the ability of a faculty member to work, the College may request the faculty member at that time, and monthly thereafter, to submit a statement from his or her physician that he or she is unable to perform his or her duties. The College has the right to require a faculty member to be examined by its own physician at the College's expense should it so desire.

E. Faculty Retirement

Mandatory retirement is no longer permitted by federal regulations. Ordinarily, the retirement year corresponds to the academic year. Faculty retiring at mid-year shall begin to receive terminal leave on March 1.

All retired faculty members, at their request, shall be listed in the Faculty Directory, shall be invited to participate in College ceremonies, may attend Faculty meetings without the right to vote, shall have library privileges, and shall have the same discounts on purchases at College-operated facilities as faculty members.

1. Early Retirement, Benefits, Incentives, and Status

For full-time faculty members hired before December 1, 1997 and except as otherwise required by applicable federal and/or state law, a faculty member having ten (10) years or more of continuous service at Wagner College may elect to retire at ages fifty-five (55) or later. Eligibility for this benefit will terminate on August 31, 2010.

Should a faculty member with ten (10) years or more of continuous service at Wagner College retire between the ages of fifty-five (55) and fifty-nine (59), he or she shall be placed on terminal leave for three (3) consecutive months with full pay and benefits. Terminal leave shall commence on the first day of the month following the retirement year. Retirement becomes effective at the end of the paid terminal leave.

For all full-time faculty, an incentive for early retirement shall be in the form of paid terminal leave of a period of months according to the following schedule:

<u>Years Of Service</u>	<u>Age/69</u>	<u>68</u>	<u>67</u>	<u>66</u>	<u>65</u>	<u>64</u>	<u>63</u>	<u>62</u>	<u>61</u>	<u>60</u>	<u>59</u>
20	2 mos.	3	4	5	6	7	8	9	10	11	12
25	3 mos.	4	5	6	7	8	9	10	11	12	13

Retirement shall become effective at the end of the paid leave.

F. Outside Employment

A full-time faculty member may undertake outside employment only with prior written notice (form, Appendix K) to the College and only for so long as such employment does not interfere with his or her faculty responsibilities. No faculty member may hold a full-time position in addition to Wagner College.

Faculty responsibilities are the obligation to meet all classes regularly, to keep all required office hours, to meet all responsibilities concerning the submission of grades and other reports, and to participate fully in all assigned or elected committee work, and to carry on all duties as advisor or tutor.

G. Nepotism

Wagner College does not bar relatives or spouses of faculty members from teaching at the College, but does require that those faculty members refrain from taking part in the hiring, reappointment or promotion of relatives or spouses.

H. Faculty Discipline

1. Basis

Any faculty member may be discharged, as distinguished from not reappointed, or suspended only for the following reasons:

- o serious and/or repeated misconduct
- o professional incompetence
- o long-term inability, physically or emotionally, to perform his or her academic duties.

2. Procedures

If the College determines that the dismissal or suspension of a faculty member may be warranted, the matter shall be discussed informally in a private conference between the President, or his or her designee, and the faculty member and another faculty member, if the faculty member wishes, who shall be selected by the faculty member. Both parties shall pursue this matter in a confidential manner.

If the matter is not disposed of by mutual agreement as a result of the private conference, the President shall request the Faculty Personnel Committee to conduct an informal inquiry into the matter.

The Faculty Personnel Committee shall attempt to dispose of the matter by effecting an agreement between the President or his or her designee and the faculty member. If no agreement can be reached, the Faculty Personnel Committee shall inform the President of its recommendation as to whether formal proceedings should be instituted.

If after receipt of the recommendation of the Faculty Personnel Committee, the President decides to initiate formal proceedings against the faculty member, the President shall send the faculty member a statement of the charges against him or her and a statement of the discipline sought. Within fourteen (14) days of receipt of the statement, the faculty member may request a hearing before the Faculty Hearing and Appeals Committee on the charges. This request shall be made in writing and a copy sent to the President.

If the faculty member requests a hearing before the Faculty Hearing and Appeals Committee, his or her request shall be granted. The Faculty Hearing and Appeals Committee shall establish rules and regulations for the conduct of the hearing; and normally not earlier than fifteen (15) days and no later than twenty-one (21) days after receipt of the faculty member's request for a hearing, the Committee shall conduct the hearing and shall render its decision. The immediately preceding sentence is subject to the proviso that, during the summer months, the Committee can convene.

In the highly unusual circumstances when a faculty member is suspended pending final action by the Faculty Hearing and Appeals Committee, he or she shall continue to be paid.

If the faculty member does not request a hearing before the Faculty Hearing and Appeals Committee within ten (10) days of the receipt of the President's statements but in a letter to the Faculty Hearing and Appeals Committee denies the charges against him or her, or asserts that the charges do not support a "just cause", the Faculty Hearing and Appeals Committee shall evaluate all available evidence and shall make its decision on the basis of recorded evidence.

The Faculty Hearing and Appeals Committee shall send its decision and the reasons for its decision to the faculty member concerned, and to the President.

Ordinarily within twenty (20) days of receipt of the Faculty Hearing and Appeals Committee's decision, the President shall inform the Committee with reasons for his or her decision in writing. If the President rejects the decision of the Committee, he or she shall inform the Committee in writing of the reasons for the decision. The President shall also inform the faculty member concerned in writing of the decision. If the faculty member presents a written request for a statement of reasons, the President shall inform the faculty member of the reasons in writing.

If the President rejects the decision of the Faculty Hearing and Appeals Committee, within twenty (20) days of receipt of the President's decision and statement of reasons, the Committee shall reconsider its decision in light of the President's reasons. The Committee shall inform the faculty member concerned of its decision on reconsideration. The Committee shall inform the faculty member of the reasons for the Committee's decisions on reconsideration if the faculty member requests a statement of reasons. A written request shall be answered in writing.

The Committee shall send its decision on reconsideration, and a statement of reasons in support of its decision, to the President.

After reviewing the Faculty Hearing and Appeals Committee's decision on reconsideration and the statement of reasons, the President shall inform the Committee in writing of his or her final decision and his or her reasons for the decision. The President shall inform the faculty member of the reasons for the decision if the faculty member requests a statement of reasons. A written request shall be answered in writing.

The decision of the President shall be final and binding.

3. Dismissal Salary and Notice

Unless the faculty member is dismissed for conduct that involves moral turpitude, he or she shall receive salary or notice of dismissal in accordance with the following schedule:

- o at least three (3) months if the final decision is reached by March 1, or three months prior to the expiration of the first year of probationary service
- o at least six (6) months if the decision is reached by December 15 of the second year, or after nine months but prior to eighteen months of probationary service
- o at least one year if the decision is reached after eighteen months of probationary service, or if the faculty member has tenure

4. Minor Disciplinary Action

A faculty member found disregarding, or repeatedly failing to comply with, any activity required of faculty shall be subject to disciplinary action that shall be limited to the following penalties that are listed in order of increasing severity:

- o a letter of warning, a copy of which shall be placed in the faculty member's Performance File for a period of one year and which shall be destroyed at the expiration of that time
- o a letter of reprimand, a copy of which may be placed in the faculty member's Performance File

Procedures

If, after investigation, the Provost determines that a failure to comply with regulations may have occurred, he or she shall discuss the matter informally in a private conference with the faculty member and, should the faculty member wish, with another faculty member selected by him or her.

If a mutually acceptable resolution to the problem is not reached in the private conference, the Provost shall, if he or she deems it proper, refer the matter to the Faculty Personnel Committee for further action. The Committee shall conduct an informal hearing and shall attempt to effect a

resolution.

If no resolution is effected, and if the Faculty Personnel Committee believes that disciplinary action is warranted, it shall make a recommendation pertaining to an appropriate disciplinary action to the President.

If the President accepts the recommendation of the Faculty Personnel Committee, or if he or she believes that a less severe action is appropriate, the President shall inform the faculty member of the decision in writing.

If the President rejects the recommendation of the Faculty Personnel Committee, he or she shall inform the Committee of his or her decision in writing and shall request a reconsideration of the decision.

After reviewing the recommendation and reconsideration of the Faculty Personnel Committee, the President may accept the Committee's recommendation or take a less severe action. The President shall inform the faculty member of his or her final decision in writing.

Unless there are compelling reasons for a delay, the Provost, the Faculty Personnel Committee, and/or the President will act expeditiously. Generally the procedure described herein will be completed within thirty (30) working days of the date of the informal conference.

I. Faculty Performance File

A Performance File for each faculty member shall be maintained in the Office of the Provost. In addition to the Performance File, the College shall continue to maintain a confidential Personnel File for each faculty member.

The College may place in a faculty member's Performance File materials relating to his or her teaching performance, professional development, and other Department, College, and community activity. In all cases, the College must advise the faculty member of this action, and provide copies of all materials placed in the File to the faculty member. The faculty member has the right to reply and that reply will be placed in the Performance File.

A letter of warning or of reprimand may be placed in a faculty member's Performance File. After one year, the letter of warning or reprimand may be removed from a faculty member's Performance File provided no further incidents have occurred.

A faculty member may place in his or her Performance File materials relating to his or her teaching performance and professional development, and other Department, College, and community activity. It is the responsibility of each faculty member to keep his/her Performance File current, including a resume and annual Faculty Activity Report (See Appendix I).

A faculty member shall have the right to review any material placed in his or her Performance File upon twenty-four hour notice to the Office of the Provost. A faculty member shall have the right to attach comments and/or a rebuttal statement to material placed in his or her Performance File. A faculty member shall have the right to reproduce material placed in his or her Performance File at his or her expense or by the College at its discretion. A faculty member does not have the right to unilaterally remove any material from the Performance File.

IV

PERSONNEL POLICIES AND PROCEDURES

A. Appointment of Administrative Officers to Academic Rank

Administrative officers, not holding academic rank at the College, may be granted academic rank according to the guidelines applicable for a regular faculty appointment.

When an individual is originally employed by the College as an administrator with academic status, the time and service of this administrative capacity shall not be counted as seniority as a faculty member.

Tenured faculty who assume administrative positions are entitled to retain their tenure unless otherwise negotiated at the time of administrative appointment. Unless otherwise stated or agreed upon, the tenured faculty member returns to the Faculty with the same faculty rank as that held at time of administrative appointment.

Faculty members accumulate years of seniority on the Faculty for purposes of salary during their years as an administrator. However, these years do not apply to sabbatical eligibility or to eligibility for promotion and tenure.

The salary level of the returning faculty member shall be based upon an appropriate salary being paid comparable faculty members of like rank and seniority at Wagner College. Seniority shall be calculated as the total number of full-time years at Wagner College, both as a faculty member and administrator. The Board of Trustees and the President reserve the right to offer a higher than average salary to those returning faculty members deemed meritorious in their service to the College.

B. Appointment of Tenure-Track Full-Time Faculty

1. Procedure

Any department wishing to conduct a search for either a new or replacement tenure-track full-time faculty member will submit a request to APC. The request will normally be submitted to APC in writing by March 1 for a search to begin that fall semester, except in the case of unexpected departures of full-time faculty members (see below). If the request is for a new hire, not a replacement, a representative from the department will appear before APC to explain the request.

APC will recommend hires to the Provost based upon curricular needs. Replacement hires are not guaranteed preference over new hires. Once APC has reported to the Provost, PBC will recommend the number of hires in total based upon college-wide budgetary concerns and priorities, after discussions with the Provost. The recommendations will be given to the Provost who will make further recommendations to the President. Normally the final decision will be made by the start of the academic year, but no later than October 1. The Provost will report back to APC, PBC and the appropriate departments his or her decisions.

In the case of unexpected departures of a full-time faculty member after the deadline for the request for a search (March 1), the Department Chair may petition the Provost for an accelerated search approval. The Provost will meet with available members of APC and the Department Chair to determine the severity of the departmental need, and will make one of three recommendations. Either an immediate search for a tenure-track full-time faculty member will be authorized, an immediate search for a visiting full-time faculty member will be authorized, or no search will be immediately authorized. If a search is not authorized, the department can submit a request to APC in writing for a replacement hire using the procedure outlined above.

Once a search has been authorized, within one week the Provost and Department Chair will develop a role description for the position.

As soon as possible after this consultation, the Department Chair shall forward the position description to the Personnel Department for placement in appropriate professional recruitment listings. The Department can then solicit candidates through correspondence with graduate programs and professional organizations. A protocol for authorized search procedure is available from the Office of the Provost. Department Chairs and search committee chairs must follow this protocol.

All applications or nominations are to be submitted to the Provost who shall forward them to the appropriate Department.

The Department is to develop and review files of all applicants, and to select and rank the most qualified candidates for the position. The Department is to correspond promptly with these applicants or nominees, and request that they forward a completed "Unclassified Personnel Data Sheet" form, official transcript(s) of post-baccalaureate work, and three letters of recommendation.

Generally by March 15th, a short list of names of qualified candidates, together with their files, are to be forwarded to the Provost for review, and for determination of appropriate rank and salary range for each candidate. The Provost also will receive a roster of all applicants.

Upon approval of the Provost, the Department shall invite the most qualified candidate to campus for interview by the Department, Faculty at large, Provost, and President.

Ordinarily, by April 15th, the Department is to have completed its search, and shall make its recommendation concerning the appointment of the new faculty member, including appropriate rank and salary range to the Provost.

The Provost shall forward to the President the recommendations of the Department together with his or her own recommendations, including academic rank and salary.

If the Provost or the President rejects the candidate recommended by the Department, he or she shall immediately inform the Department of the reason or reasons. The appointment of a faculty member shall be made by the President.

All members of the instructional staff appointed by the President shall be recommended as academically qualified by the Academic Department in which they are to serve except, if the Faculty Personnel Committee decides that unusual circumstances exist. Then the President may appoint a faculty member recommended as academically qualified by the Faculty Personnel Committee rather than by the Academic Department.

If the Faculty Personnel Committee is not able to make a judgment regarding the above, the President, after consultation with the Provost, may make a one (1) year temporary full-time appointment. This appointment shall not be counted toward meeting the requirements for reappointment and promotion.

Normally, all initial appointments shall be effective the beginning of the academic year, and the new faculty member must meet the requirements for subsequent reappointment and promotion.

All appointments shall be for one (1) academic year if they are effective at the beginning of the academic year or for the remainder of the academic year in which they are made.

Upon appointment, the faculty member shall receive a written copy of the terms of the appointment including the *Faculty Handbook* and any other documents pertaining to Faculty personnel matters. If he/she has previously taught full-time at an accredited college or university, the terms of appointment will indicate the years of prior service, if any, to be granted toward tenure consideration. Normally no more than 3 such years of prior service will be granted.

The letter of appointment shall state the terms of the appointment, including salary, category of staff, classification of rank, years of prior service granted towards tenure consideration, and other pertinent information regarding the status of his/her appointment.

2. Criteria

Tenure-track, full-time appointment in the academic rank of instructor shall require a master's degree or equivalent credentials of professional competence.

Appointment in an academic rank higher than instructor shall normally require an earned doctorate or the usual terminal degree in the field of teaching. In the absence of such degrees, a candidate may be appointed in extraordinary circumstances on the basis of other credentials and achievements generally accepted in the field as testifying to the possession of those professional competencies typically guaranteed by the degree.

C. Reappointment and Promotion of Tenure-Track Full-Time Faculty

All faculty members are to fulfill their responsibilities as detailed in the *Faculty Handbook*. The professional performance of each faculty member will be evaluated periodically for reappointment, promotion, and reappointment with tenure. All non-tenured faculty are to be reviewed annually for reappointment or non-reappointment by their Department and the Provost. In addition, all candidates for promotion in rank are to be reviewed by the Faculty Personnel Committee, the Provost, and the President. In the case of positive tenure and promotion recommendations, the Board of Trustees will have final action.

1. General Procedure

a. General Procedural Principles

The levels of faculty evaluation shall be the Peer Evaluation Group (or Department Evaluation Group), the Faculty Personnel Committee, and the Administration (the Provost

and, at times, the President).

Evaluation of faculty members shall be made at each level of evaluation in accordance with the time schedules listed in this *Handbook*.

Evaluations shall be made based on a review of written materials collected during the review process. The faculty member shall receive a written report of the evaluation at each level on which he or she is evaluated. Each report will include specific reasons for any recommendations concerning the faculty member. These reasons shall be based on the written criteria appropriate to the faculty member. The timelines for all reappointment and promotion are listed under each section that follows.

b. The Candidate Performance Dossier

Evaluations shall be made based on a review of written materials collected in a Candidate Performance Dossier. Specific written materials are developed and added to the Candidate Performance Dossier at particular levels of evaluation. When completed, the Candidate Performance Dossier shall include the documentation indicated below in support of the requested action, reappointment, tenure, and/or promotion.

Written Evaluation Materials supporting applications for reappointment, tenure, and/or promotion should be submitted to the Office of the Provost by the chair of the Peer Evaluation Group (PEG) or Department Evaluation Group as soon as possible after the Peer Evaluation Group or Department meeting and receipt by the candidate of copies of the narrative summary, teaching evaluations, and PEG or Department Tally Sheet. The candidate has final responsibility for assembling the Candidate Performance Dossier and assuring its delivery to the Provost's Office in the proper format and at the appropriate date.

The candidate, making certain to observe the page limitations herein indicated is responsible for organizing the documentation as indicated below in a specific type of binder (an example of which is on display in the Provost's Office) with sections separated by labeled dividers. A single copy should then be submitted to the Office of the Provost for appropriate review by the Faculty Personnel Committee and the Provost,

- I. Table of Contents with page numbers indicated: (1–2 pages)
- II. Copy of letter requesting the particular Personnel Action(s) (reappointment, tenure, promotion) previously submitted to the Provost's Office: (1 page)
- III. Curriculum Vitae: (maximum of 6 pages)
- IV. Copy of the Faculty Activity Report (submitted by all faculty to the Provost's Office each spring or summer) for the most recent two years: (4–6 pages)
- V. Copy of the Case Statement: (maximum 6 pages)
- VI. Narrative Summary of the PEG deliberations prepared by the Chair of the PEG (maximum of 3 pages)
- VII. Copy of the Tally Sheet prepared by the Chair of the PEG meeting which summarizes the comments and gives a numerical tally of answers to questions asked in the Peer Evaluation Form (See Appendices C and D)
- VIII. Copies of a minimum of the 2 Classroom Observations performed for the candidate prior to the meeting of the PEG
- IX. Reflective Pedagogical Essay along with 2 reviewer's responses, due for fourth and sixth years only: (maximum of 7 for the essay, with up to 4 pages of responses) – see Appendix G
- X. Appendix A: Materials supporting or pertaining to the Reflective Pedagogical Essay

XI. Appendix B:

- 1) Excerpts from written student evaluations and letters of support (optional; maximum of 10 pages)
- 2) Copies of other College–related documents pertaining to performance (optional; maximum of 10 pages)

In addition, the Candidate Performance Dossier may include:

- written evaluations by external examiners
- the candidate’s written reply to any of the above
- other occasional materials identified in this *Handbook*

In a separate but identical binder:

Copies of recent books, scholarly articles, letters of acceptance from publishers, book reviews, etc.

With the general exception of the Office of Academic Affairs and the Faculty Personnel Committee, the Candidate Performance Dossiers shall remain essentially confidential. Exception to that policy may occur with the approval of the candidate and the College Counsel. The candidate may review his/her own Performance File after giving the Provost twenty–four (24) hours notice.

Faculty Schedule for Reappointment, Tenure & Promotion

Action	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6 (or Tenure)	Promotion
Reappointment/Promotion Request	September 15	September 15	September 15	September 15	September 15	September 15	September 15
Teaching Observation	November 1-30	October 1-30		October 1-30		September 15 - October 15	October 1-15
Reflective Pedagogical Essay				October 1		September 15	
Reflective Pedagogical Essay Response from Reviewers				November 1		October 1	
Case Statement to Evaluation Group	February 1	November 1		November 1		October 1	November 1
Peer Group Evaluations	*February 1-15	November 1-30		November 1-30		October 1-30	November 1-30
Performance File and Dossier to Provost	March 1	December 10		December 10		November 15	December 10
FPC Recommendation to Provost		March 1		March 1		February 1	March 1
Provost Forwards FPC Recommendations		March 15		March 15		February 15	March 15
Provost's Decision & Candidate Letters	April 15	April 15		April 15		March 1	April 15
Departmental/FPC Reconsiderations	April 15-30	April 15-30		April 15-30		March 1-15	April 15-30
Provost's Final Decision	May 7	May 7		May 7		March 30	May 7

2. First Year Review of Tenure–Track Faculty

a. Letter Requesting Action

A candidate in his or her first year seeking reappointment notifies his or her Department Chair and the Provost in writing. This letter is to be sent to both the candidate's Department Chair and the Provost by September 15th.

b. Teaching Observations

The Department Chair (or his/her representative) and an additional tenured and senior faculty member chosen by the candidate conduct an observation of the candidate's classroom teaching for one or more well-defined lessons.

See section 10a for more details on Teaching Observations.

These observations are to take place between November 1st and November 30th.

c. Case Statement (and Supporting Documentation)

The candidate submits a case statement, current vitae, and pertinent supporting documentation in support of the action being requested to members of his/her Department.

See section 10b for more details on the case statement.

The candidate will make the case statement available to members of his or her department by February 1st.

d. Department Evaluation Group

The candidate is evaluated by his or her Department Evaluation Group, which consists of all tenure–track full–time members of the candidate's Department, except those in their first year of service.

If the faculty member being evaluated is the Department Chair, a tenured member of the department selected by the Provost will assume the duties of the Department Chair in the evaluation process.

See section 10c for more details on the Department Evaluation Group.

The department review takes place between February 1st and February 15th.

e. Written Evaluation Materials

The Department Evaluation Group Chair writes a narrative summary evaluation of the candidate's performance. The narrative summary and vote is reviewed and signed by the Department Evaluation Group. Members of the Department should only sign the narrative summary if it accurately reflects the Department's deliberations and vote. Faculty minority statements may be attached.

See section 10d for more details on the Written Evaluation Materials.

The written evaluation materials will be submitted to the Provost by March 1st.

f. The Provost's Decision for Reappointment

The Provost conducts an evaluation of the candidate and decides whether to accept or reject the departmental recommendation, using the departmental written evaluation materials.

The Provost sends a written report of his or her decision to accept or reject the candidate's requested action to the candidate, and to the candidate's Department Chair, who will report it to the members of the candidate's Department.

If the Provost's decision is for non-reappointment, the Provost's written statement shall explain specifically the reasons for a negative decision. The individual may reply in writing to this decision, but the Provost is under no obligation to reconsider his or her decision.

The candidate will be terminated at the end of the year in which the negative decision is reached.

The Provost's decision will be sent out by April 15th.

g. Additional procedures

Additional procedures for when the Provost does not concur with the department, PEG, or FPC, or when the candidate believes the Handbook procedures have been substantively violated or improper criteria applied are contained in section 9.

3. Second Year Review of Tenure-Track Faculty

The purpose of the Second Year Review is to assure that faculty members are of sufficient quality that continued employment up to the tenure decision appears to be warranted. But it should be clear to all involved that a positive decision at the Second Year Review does not necessarily assure an eventual positive decision on tenure, which is made in the candidate's sixth year.

The decision to terminate a faculty member under such circumstances will be based primarily on evidence of unsatisfactory teaching and/or inadequate professional development.

a. Letter Requesting Action

A candidate in his or her second year seeking reappointment notifies his or her Department Chair and the Provost in writing. This letter is to be sent to both the candidate's Department Chair and the Provost by September 15th.

b. Teaching Observations

The Department Chair (or his/her representative) and an additional tenured and senior faculty member chosen by the candidate conduct an observation of the candidate's

classroom teaching for one or more well defined lessons.

See section 10a for more details on Teaching Observations.

These observations are to take place between October 1st and October 30th.

c. Case Statement (and Supporting Documentation)

The candidate submits a case statement, current vitae, and pertinent supporting documentation in support of the action being requested to members of his/her Department.

See section 10b for more details on the case statement.

The candidate will make the case statement available to members of his or her department by November 1st.

d. Peer Evaluation Group

The candidate is evaluated by a Peer Evaluation Group. The Peer Evaluation Group consists of all tenure-track full-time members of the candidate's department, and two evaluators from the Faculty at Large. If the composition of a department changes during a faculty member's probationary period due to departments joining or separating, the faculty member can select to have his or her PEG composed of the original department or departments for all PEG meetings up to, and including, the tenure decision. The candidate must announce if he or she wishes to be evaluated by the original PEG in the written request for reappointment to the Department Chair and Provost. Normally, the candidate's Department Chair will serve as the PEG's Chair. The candidate will choose one of the Faculty evaluators and the other will be chosen by the Department Chair, both of whom are tenure-track faculty members. In the event that a Department has fewer than three voting members, normally the candidate and the Department Chair will each choose two evaluators from the Faculty at Large.

If the faculty member being evaluated is the Department Chair, a tenured member of the department selected by the Provost will assume the duties of the Department Chair in the evaluation process.

See section 10c for more details on the Peer Evaluation Group.

The peer group evaluation takes place between November 1st and November 30th.

e. Written Evaluation Materials

The PEG Chair writes a narrative summary evaluation of the candidate's performance. The narrative summary and vote is reviewed and signed by the PEG. Members of the PEG should only sign the narrative summary if it accurately reflects the PEG's deliberations and vote. Faculty minority statements may be attached. These written evaluation materials become part of the Candidate Performance Dossier.

See section 10d for more details on the Written Evaluation Materials.

The written evaluation materials will be submitted to the Provost by December 10th.

f. Faculty Personnel Committee Level Evaluation

The Faculty Personnel Committee conducts an evaluation of the candidate for the second year review using the materials contained in the Candidate Performance Dossier and votes on a recommendation.

See section 10d for more details on the FPC Level Evaluation.

The FPC recommendation will be submitted to the Provost by March 1st.

g. Administrative Level Evaluation

The Provost meets with the Peer Evaluation Group or the Faculty Personnel Committee to review its recommendation(s). The Provost notifies the candidate of the Peer Evaluation Group's, Faculty Personnel Committee's, and the Provost's recommendations.

The Provost sends a copy of the Faculty Personnel Committee's written recommendation to the candidate and the PEG Chair, along with a cover letter notifying the candidate of the date on which he/she will make a final decision. The Provost will give the candidate at least 15 days to respond. The candidate may reply in writing. If so, this reply is sent to the Provost for inclusion in his/her Candidate Performance Dossier, with a copy to the PEG Chair.

The Provost forwards the Faculty Personnel Committee Written Recommendation to the Candidate and PEG Chair by March 15th.

The Provost conducts an evaluation of the candidate and decides whether to accept or reject the PEG or the Faculty Personnel Committee's recommendation using the PEG and Committee's final written recommendation and the Candidate Performance Dossier. The Provost sends a written report of his or her decision to accept or reject the candidate's requested action to the candidate, and to the candidate's PEG Chair, who will report it to the members of the candidate's Department.

If the Provost's decision is for non-reappointment, the Provost's written statement shall explain specifically the reasons for a negative decision. The individual may reply in writing to this decision, but the Provost is under no obligation to reconsider his or her decision. Candidates are granted a terminal reappointment for the year following the year of the negative decision.

The Provost's decision will be sent out by April 15th.

h. Additional procedures

Additional procedures for when the Provost does not concur with the PEG or FPC, or when the candidate believes the Handbook procedures have been substantively violated or improper criteria applied are contained in section 9.

4. Third Year Review of Tenure–Track Faculty

a. Letter Requesting Action

A candidate in his or her third year seeking reappointment notifies his or her Department Chair and the Provost in writing. This letter is to be sent to both the candidate's Department Chair and the Provost by September 15th.

Normally a formal review process (involving a case statement, teaching observations and other documentation) is not needed. However, the faculty member, the Provost, the Faculty Personnel Committee, or the Department may request a full evaluation following the procedures and dates used for the second year review if deemed needed.

5. Fourth Year Review of Tenure–Track Faculty

The purpose of the Fourth Year Review is to assure that faculty members are of sufficient quality that continued employment up to the tenure decision appears to be warranted. However, it should be clear to all involved that a positive decision at the Fourth Year Review does not necessarily assure an eventual positive decision on tenure, which is made in the candidate's sixth year.

The decision to terminate a faculty member under such circumstances will be based primarily on evidence of unsatisfactory teaching and/or inadequate professional development.

a. Letter Requesting Action

A candidate in his or her fourth year seeking reappointment notifies his or her Department Chair and the Provost in writing. This letter is to be sent to both the candidate's Department Chair and the Provost by September 15th.

b. Teaching Observations

The Department Chair (or his/her representative) and an additional tenured and senior faculty member chosen by the candidate conduct an observation of the candidate's classroom teaching for one or more well defined lessons.

See section 10a for more details on Teaching Observations.

These observations are to take place between October 1st and October 30th.

c. Pedagogical Essay (and Two Responses)

The candidate submits a pedagogical essay to two reviewers (one from within the department and one from outside) by October 1st.

The responses are collected from the reviewers by November 1st, and along with the pedagogical essay, are included with the case statement as supporting documentation.

See Appendix G for more details on the pedagogical essay.

d. Case Statement (and Supporting Documentation)

The candidate submits a case statement, current vitae, and pertinent supporting documentation in support of the action being requested to members of his/her Department.

See section 10b for more details on the case statement.

The candidate will make the case statement available to members of his or her department by November 1st.

e. Peer Evaluation Group

The candidate is evaluated by a Peer Evaluation Group (PEG). The PEG consists of all tenure-track full-time members of the candidate's department, and two evaluators from the Faculty at Large. If the composition of a department changes during a faculty member's probationary period due to departments joining or separating, the faculty member can select to have his or her PEG composed of the original department or departments for all PEG meetings up to, and including, the tenure decision. The candidate must announce if he or she wishes to be evaluated by the original PEG in the written request for reappointment to the Department Chair and Provost. Normally, the candidate's Department Chair will serve as the PEG's Chair. The candidate will choose one of the Faculty evaluators and the other will be chosen by the Department Chair, both of whom are tenure-track faculty members. In the event that a Department has fewer than three voting members, normally the candidate and the Department Chair will each choose two evaluators from the Faculty at Large.

If the faculty member being evaluated is the Department Chair, a tenured member of the department selected by the Provost will assume the duties of the Department Chair in the evaluation process.

See section 10c for more details on the Peer Evaluation Group.

The peer group evaluation takes place between November 1st and November 30th.

f. Written Evaluation Materials

The PEG Chair writes a narrative summary evaluation of the candidate's performance. The narrative summary and vote is reviewed and signed by the Department Evaluation Group. Members of the Department should only sign the narrative summary if it accurately reflects the Department's deliberations and vote. Faculty minority statements may be attached. These written evaluation materials become part of the Candidate Performance Dossier.

See section 10d for more details on the Written Evaluation Materials.

The written evaluation materials will be submitted to the Provost by December 10th.

g. Faculty Personnel Committee Level Evaluation

The Faculty Personnel Committee conducts an evaluation of the candidate for the fourth year review using the candidate's Written Evaluation Materials and other submitted evaluation materials contained in the Candidate Performance Dossier and votes on a recommendation.

See section 10e for more details on the FPC Level Evaluation.

The FPC recommendation will be submitted to the Provost by March 1st.

h. Administrative Level Evaluation

The Provost meets with the Department or Peer Evaluation Group or the Faculty Personnel Committee to review its recommendation(s). The Provost notifies candidates for reappointment, tenure, and promotions of the Department's, Peer Evaluation Group's, Faculty Personnel Committee's, and the Provost's recommendations.

The Provost sends a copy of the Faculty Personnel Committee's written recommendation to the candidate and the PEG Chair along with a cover letter notifying the candidate of the date on which he/she will make a final decision. The Provost will give the candidate at least 15 days to respond. The candidate may reply in writing. If so, this reply is sent to the Provost for inclusion in his/her Candidate Performance Dossier, with a copy to the PEG Chair or Department Chair.

The Provost forwards the Faculty Personnel Committee Written Recommendation to the Candidate and PEG Chair and Department Chair by March 15th.

The Provost conducts an evaluation of the candidate and decides whether to accept or reject the PEG or the Faculty Personnel Committee's recommendation using the PEG and Committee's final written recommendation and the Candidate Performance Dossier.

The Provost sends a written report of his or her decision to accept or reject the candidate's requested action to the candidate, and to the candidate's PEG Chair, who will report it to the members of the candidate's Department.

If the Provost's decision is for non-reappointment, the Provost's written statement shall explain specifically the reasons for a negative decision. The individual may reply in writing to this decision, but the Provost is under no obligation to reconsider his or her decision. Candidates are granted a terminal reappointment for the year following the year of the negative decision.

The Provost's decision will be sent out by April 15th.

i. Additional procedures

Additional procedures for when the Provost does not concur with the department, PEG, or FPC, or when the candidate believes the Handbook procedures have been substantively violated or improper criteria applied are contained in section 9.

6. Fifth Year Review of Tenure–Track Faculty

a. Letter Requesting Action

A candidate in his or her fifth year seeking reappointment notifies his or her Department Chair and the Provost in writing. This letter is to be sent to both the candidate's Department Chair and the Provost by September 15th.

Normally a formal review process (involving a case statement, teaching observations and other documentation) is not needed. However, the faculty member, the Provost, the Faculty Personnel Committee, or the Department may request a full evaluation following the procedures and dates used for the fourth year review (with the exception being that a pedagogical essay is not required) if deemed needed.

7. Sixth Year Review of Tenure–Track Faculty/Tenure Review

The Board of Trustees of Wagner College recognizes the importance of tenure as a protection of academic freedom, in accordance with the *Statement of Principles of the American Association of University Professors (1940)* as found in Appendix A.

Ultimately, tenure is granted through a process that evaluates candidates in the four categories listed below, but in the end, final judgments are based on an overall assessment of the candidate as against the sum of the criteria. Earning tenure is a result of excellence and accomplishment as demonstrated by the overall record of the candidate. Candidates will not be awarded tenure by recognition as minimally acceptable in all categories. Tenure is an earned privilege. The review process is established to allow the candidate's case to illustrate overall excellence and to demonstrate, proactively, reasons for the awarding of tenure.

Tenure may be recommended earlier in cases of special merit, when for instance a faculty member has taught full-time at another institution of higher education and his or her total number of years of full-time teaching is six or more.

A tenured faculty member shall have continuous re–employment unless he or she resigns or retires, or is terminated in accordance with the procedures in the *Handbook*.

a. Letter Requesting Action

A candidate in his or her sixth year seeking tenure, or seeking tenure before his or her sixth year, notifies his or her Department Chair and the Provost in writing. This letter is to be sent to both the candidate's Department Chair and the Provost by September 15th.

b. Teaching Observations

The Department Chair (or his/her representative) and an additional tenured and senior faculty member chosen by the candidate conduct an observation of the candidate's classroom teaching for one or more well defined lessons.

See section 10a for more details on Teaching Observations.

These observations are to take place between September 15th and October 15th.

c. Pedagogical Essay (and Two Responses)

The candidate submits a pedagogical essay to two reviewers (one from within the department and one from outside) by September 15th.

The responses are collected from the reviewers by October 1st, and along with the pedagogical essay, are included with the case statement as supporting documentation.

See Appendix G for more details on the pedagogical essay.

d. Case Statement (and Supporting Documentation)

The candidate submits a case statement, current vitae, and pertinent supporting documentation in support of the action being requested to members of his/her Department.

See section 10b for more details on the case statement.

The candidate will make the case statement available to members of his or her department by October 1st.

e. Peer Evaluation Group

The candidate is evaluated by a Peer Evaluation Group. The Peer Evaluation Group consists of all tenure-track full-time members of the candidate's department, and two evaluators from the Faculty at Large. If the composition of a department changes during a faculty member's probationary period due to departments joining or separating, the faculty member can select to have his or her PEG composed of the original department or departments for all PEG meetings up to, and including, the tenure decision. The candidate must announce if he or she wished to be evaluated by the original PEG in the written request for reappointment to the Department Chair and Provost. Normally the candidate's Department Chair will serve as the PEG's Chair. The candidate will choose one of the Faculty evaluators and the other will be chosen by the Department Chair, both of whom are tenure-track faculty members. In the event that a Department has fewer than three voting members, normally the candidate and the Department Chair will each choose two evaluators from the Faculty at Large.

If the faculty member being evaluated is the Department Chair, a tenured member of the department selected by the Provost will assume the duties of the Department Chair in the evaluation process.

At the Department level evaluation, members of the Peer Evaluation Group shall complete the "Additional Evaluations for Tenure Decision Only". The Peer Evaluation Group Chair will include these results in the Tally Sheet and Narrative Summary.

See section 10c for more details on the Peer Evaluation Group.

The peer group evaluation takes place between October 1st and October 30th.

f. Written Evaluation Materials

The PEG Chair writes a narrative summary evaluation of the candidate's performance. The narrative summary and vote is reviewed and signed by the Department Evaluation Group. Members of the Department should only sign the narrative summary if it accurately reflects the Department's deliberations and vote. Faculty minority statements may be attached. These written evaluation materials become part of the Candidate Performance Dossier.

See section 10d for more details on the Written Evaluation Materials.

The written evaluation materials will be submitted to the Provost by November 15th.

g. Faculty Personnel Committee Level Evaluation

The Faculty Personnel Committee conducts an evaluation of the candidate for the tenure review using the candidate's Written Evaluation Materials and other submitted evaluation materials contained in the Candidate Performance Dossier and votes on a recommendation.

A recommendation for reappointment with tenure shall be in the sole discretion of the Faculty Personnel Committee except that reappointment with tenure must be recommended by the Peer Evaluation Group. Recommendations with respect to tenure must be made by the Faculty Personnel Committee no later than the sixth year and generally no earlier than the candidate's fourth year when the candidate has had previous teaching experience in higher education.

See section 10e for more details on the FPC Level Evaluation.

The FPC recommendation will be submitted to the Provost by February 1st.

h. Administrative Level Evaluation

The Provost meets with the Department or Peer Evaluation Group or the Faculty Personnel Committee to review its recommendation(s). The Provost notifies candidates for reappointment, tenure, and promotions of the Department's, Peer Evaluation Group's, Faculty Personnel Committee's, and the Provost's recommendations.

The Provost sends a copy of the Faculty Personnel Committee's written recommendation to the candidate and the PEG Chair along with a cover letter notifying the candidate of the date on which he/she will make a final decision. The Provost will give the candidate at least 15 days to respond. The candidate may reply in writing. If so, this reply is sent to the Provost for inclusion in his/her Candidate Performance Dossier, with a copy to the PEG Chair or Department Chair.

The Provost forwards the Faculty Personnel Committee Written Recommendation to the Candidate and PEG Chair and Department Chair by February 15th.

The Provost conducts an evaluation of the candidate and decides whether to accept or reject the PEG or the Faculty Personnel Committee's recommendation using the PEG and Committee's final written recommendation and the Candidate Performance Dossier.

The Provost sends a written report of his or her decision to accept or reject the candidate's requested action to the candidate, and to the candidate's PEG Chair, who will report it to the members of the candidate's Department.

If the Provost's decision is for non-reappointment, the Provost's written statement shall explain specifically the reasons for a negative decision. The individual may reply in writing to this decision, but the Provost is under no obligation to reconsider his or her decision. Candidates are granted a terminal reappointment for the year following the year of the negative decision.

The Provost's decision will be sent out by March 1st.

In acting upon the recommendation of the Faculty Personnel Committee for reappointment with tenure, the Provost, the President, and the Board of Trustees shall adhere to the procedures in this *Handbook*. The decision of the President and the Board to accept or reject a recommendation shall be final and binding.

i. Additional procedures

Additional procedures for when the Provost does not concur with the department, PEG, or FPC, or when the candidate believes the Handbook procedures have been substantively violated or improper criteria applied are contained in section 9.

8. Promotion Review of Faculty

A faculty member seeking promotion from one rank to another should follow the review procedure detailed below. If tenure is sought at the same time as promotion, a single Candidate Performance Dossier is created, and this is used for both the promotion review and tenure review.

a. Letter Requesting Action

A candidate seeking promotion notifies his or her Department Chair and the Provost in writing. This letter is to be sent to both the candidate's Department Chair and the Provost by September 15th.

b. Teaching Observations

The Department Chair (or his/her representative) and an additional tenured and senior faculty member chosen by the candidate conduct an observation of the candidate's classroom teaching for one or more well defined lessons. See section 10a for more details on Teaching Observations.

These observations are to take place between October 1st and October 15th, unless tenure is requested at the same time, in which case the observations are to take place between September 15th and October 15th.

c. Case Statement (and Supporting Documentation)

The candidate submits a case statement, current vitae, and pertinent supporting documentation in support of the action being requested to members of his/her Department.

See section 10b for more details on the case statement.

The candidate will make the case statement available to members of his or her department by November 1st, unless tenure is requested at the same time, in which case the case statement available to member of his or her department by October 1st.

d. Peer Evaluation Group

The candidate is evaluated by a Peer Evaluation Group. The Peer Evaluation Group consists of all tenure-track full-time members of the candidate's department, and two evaluators from the Faculty at Large. If the composition of a department changes during a faculty member's probationary period due to departments joining or separating, the faculty member can select to have his or her PEG composed of the original department or departments for all PEG meetings up to, and including, the tenure decision. The candidate must announce if he or she wished to be evaluated by the original PEG in the written request for reappointment to the Department Chair and Provost. Normally the candidate's Department Chair will serve as the PEG's Chair. The candidate will choose one of the Faculty evaluators and the other will be chosen by the Department Chair, both of whom are tenure-track faculty members. In the event that a Department has fewer than three voting members, normally the candidate and the Department Chair will each choose two evaluators from the Faculty at Large.

If the faculty member being evaluated is the Department Chair, a tenured member of the department selected by the Provost will assume the duties of the Department Chair in the evaluation process.

See section 10c for more details on the Peer Evaluation Group.

The peer group evaluation takes place between November 1st and November 30th, unless tenure is requested at the same time, in which case the peer group evaluation takes place between October 1st and October 30th.

e. Written Evaluation Materials

The PEG Chair writes a narrative summary evaluation of the candidate's performance. The narrative summary and vote is reviewed and signed by the Department Evaluation Group. Members of the Department should only sign the narrative summary if it accurately reflects the Department's deliberations and vote. Faculty minority statements may be attached. These written evaluation materials become part of the Candidate Performance Dossier.

See section 10d for more details on the Written Evaluation Materials.

The written evaluation materials will be submitted to the Provost by December 10th, unless tenure is requested at the same time, in which case the written evaluation materials will be submitted to the Provost by November 15th.

f. Faculty Personnel Committee Level Evaluation

The Faculty Personnel Committee conducts an evaluation of the candidate for the

promotion using the candidate's Written Evaluation Materials and other submitted evaluation materials contained in the Candidate Performance Dossier and votes on a recommendation.

See section 10e for more details on the FPC Level Evaluation.

The FPC recommendation will be submitted to the Provost by March 1st, unless tenure is requested at the same time, in which case the recommendations will be submitted by February 1st.

g. Administrative Level Evaluation

The Provost meets with the Department or Peer Evaluation Group or the Faculty Personnel Committee to review its recommendation(s). The Provost notifies candidates for reappointment, tenure, and promotions of the Department's, Peer Evaluation Group's, Faculty Personnel Committee's, and the Provost's recommendations.

The Provost sends a copy of the Faculty Personnel Committee's written recommendation to the candidate and the PEG Chair along with a cover letter notifying the candidate of the date on which he/she will make a final decision. The Provost will give the candidate at least 15 days to respond. The candidate may reply in writing. If so, this reply is sent to the Provost for inclusion in his/her Candidate Performance Dossier, with a copy to the PEG Chair or Department Chair.

The Provost forwards the Faculty Personnel Committee Written Recommendation to the Candidate and PEG Chair and Department Chair by March 15th, unless tenure is requested at the same time, in which case the recommendations will be sent by February 15th.

The Provost conducts an evaluation of the candidate and decides whether to accept or reject the PEG or the Faculty Personnel Committee's recommendation using the PEG and Committee's final written recommendation and the Candidate Performance Dossier. The Provost sends a written report of his or her decision to accept or reject the candidate's requested action to the candidate, and to the candidate's PEG Chair, who will report it to the members of the candidate's Department.

If the Provost's decision is for non-promotion, the Provost's written statement shall explain specifically the reasons for a negative decision. The individual may reply in writing to this decision, but the Provost is under no obligation to reconsider his or her decision.

The Provost's decision will be sent out by April 15th, unless tenure is requested at the same time, in which case the decision will be sent out by March 1st

h. Additional procedures

Additional procedures for when the Provost does not concur with the department, PEG, or FPC, or when the candidate believes the Handbook procedures have been substantively violated or improper criteria applied are contained in section 9.

9. Additional Procedures

a. Provost does not concur

If the Provost does not concur with the recommendation of the Department, Peer Evaluation Group, or the Faculty Personnel Committee, the procedure is as follows.

- 1) Provost notifies the Department, Peer Evaluation Group, or the Committee and the candidate.

The Provost shall meet with the Committee, Peer Evaluation Group, or the Department to present his or her views and ask the Committee to review its recommendation.

The Provost shall also inform the candidate, in writing, of the review process and the reasons for the review. The candidate may reply within 15 days in writing to the statement of reasons.

Timeline for Provost's meeting with Department, Peer Evaluation Group, or Committee and informing candidate of review.

Non-tenured faculty in 6th (tenure) year: Mar. 1-15

Promotions and non-tenured faculty in 1st, 2nd, 3rd, 4th, and 5th year: Apr. 15-30

- 2) The Faculty Personnel Committee, PEG, or Department reconsiders its recommendation

The Faculty Personnel Committee Chairperson or the Department Chair shall reconvene the Faculty Personnel Committee to review its recommendations in light of the Provost's reasons and the candidate's reply, if any. The Faculty Personnel Committee Chair or the Department Chair shall send the review recommendation of the Committee and a statement of reasons in support of the recommendation, and the candidate's reply, if any, to the Provost. In first, third, and fifth year reviews, the Provost should consult the Faculty Personnel Committee when he or she rejects the recommendation of the Department.

Timelines for Faculty Personnel Committee Submitting Its Reconsideration:

Non-tenured faculty in 6th (tenure) year: Mar. 15

Promotions and non-tenured faculty in 1st, 2nd, 3rd, 4th, and 5th year: Apr. 30

- 3) The Provost makes a final decision

After reviewing the final recommendation of the Faculty Personnel Committee or the Department and the accompanying documentation, the Provost shall inform both the Faculty Personnel Committee or the Department and candidate in writing, within fifteen days of the receipt of the Faculty Personnel Committee's recommendation, of his or her final decision, and of the reasons for the decision.

He or she shall also inform the Department Chair who shall inform the members of the Department.

Deadlines for the Provost's final decision:

Non-Tenured faculty in 6th (tenure) year: Mar. 30

Promotions and non-tenured faculty in 1st, 2nd, 3rd, 4th, and 5th year: May 7

b. Hearing and Appeals

In the event the candidate believes that the *Handbook* procedures have been substantively violated or improper criteria applied, he/she may appeal the process to the Faculty Hearing and Appeals Committee. Substantive violations are defined as serious considerations that can result in a different outcome in the reappointment process. If the Faculty Hearing and Appeals Committee agrees to hear the appeal, its recommendations shall be forwarded to the President with a copy to the involved candidate. The decision of the President shall be final and binding.

c. The Board of Trustees

The Board of Trustees, on the positive recommendation of the President, makes all final decisions regarding all tenure, promotion, and reappointments for full-time tenured and tenure-track faculty.

10. Review Details

a. Teaching Observations

For a teaching observation, the candidate submits to the observers prior to the classroom visitation a brief statement of the:

- o objectives of the lessons
- o techniques to achieve these objectives
- o relation of the lesson to the course as a whole
- o preparatory material assigned
- o outline of the lecture; or if discussion, of the kinds of questions to be discussed; if laboratory, summary of the content to be covered.

Generally teaching observations and evaluations shall be conducted annually during the month of October in a regular class period in a course selected by the faculty member being evaluated, with the exception of first-year faculty who are evaluated in November. The faculty member shall have at least a one-week notice before the observation. Each observer completes a Faculty Teaching Observation Report and submits it to the Department Chair. See Appendix E, "Faculty Teaching Observation Report."

When a Department Chair is the candidate, the Provost or his or her designee shall choose one observer from the candidate's Department, and the second observer will be chosen by the candidate.

Members of the Faculty Personnel Committee should not serve as an observer of classroom teaching for a faculty member who is to be reviewed by the Faculty Personnel

Committee.

b. Case Statement

The case statement is a written list of evidence of how he or she has met the criteria for the reappointment or promotion requested. The case statement is organized according to the general criteria of evaluation stipulated in this *Handbook*, i.e.:

- teaching effectiveness
- professional development
- College service
- community service

It is also suggested that the case statement be organized to address the specific criteria of evaluation stipulated below for that candidate's requested action. A current vitae and pertinent supporting documentation shall be attached. The candidate should attach documents that evidence the meeting of the evaluation criteria. The candidate is encouraged to provide any information that might be helpful in his/her evaluation.

c. Peer Evaluation Group (or Department Evaluation Group)

The Department Chair prepares and makes available to members of the Peer Evaluation Group or Department the following documents:

- the student evaluations (provided by the Provost)
- the classroom Teaching Observations
- the case statement, vitae, and supporting materials (provided by the candidate)
- and, where appropriate, the Reflective Pedagogical Essay

Each member of the Peer Evaluation Group or Department shall complete an individual Peer Evaluation Form on the candidate utilizing the provided documents described above and his/her own knowledge of the candidate. See Appendix C, "Peer Evaluation Form."

The Peer Evaluation Group or Department conducts a group evaluation of the candidate at a regularly scheduled meeting of the Department. The candidate will excuse himself or herself from the process and that segment of the meeting during which his or her evaluation occurs. Members should prepare for the discussion familiarizing themselves with the written materials prepared for the evaluation process. Peer Evaluation Forms handed out before the meeting may be partially completed prior to the meeting. The discussion is designed to provide a richer and more detailed assessment of the candidate's performances, positive or negative, than what appears in the tally sheet, individual Peer Evaluation Forms, teaching observation reports, case statement, vitae, and supporting materials. As much as possible, assessments must be based on and supported by these written evaluation materials. Any additional assessments must be supported by specific behavioral examples, not by general perceptions. After the discussion a vote is taken in confidence. Members must submit the completed Peer Evaluation Form to the PEG Chair prior to adjournment of the meeting.

The PEG Chair or Chair of the Department meeting prepares a tally sheet compiling the individual Peer Evaluation Forms. Copies are given to the Peer Evaluation Group and the

candidate. See Appendix D, "Tally Sheet – Department Peer Evaluation Form."

The PEG Chair will announce the vote to those in attendance. With all appropriate dispatch, the Department Chair or a designee informs the candidate of the Peer Evaluation Group's or Department's recommendation.

d. Written Evaluation Materials

The Peer Evaluation Group or PEG Chair (normally the Department Chair) writes a narrative summary evaluation of the candidate's performance. The narrative summary should be organized according to the four criteria of evaluation: teaching effectiveness, scholarship, college service, and community service. The narrative summary takes into account the individual Peer Evaluation Forms, teaching observation reports, case statement, vitae, and supporting materials. More importantly, the narrative summary reviews the deliberations and vote of the peer evaluation group at the Department meeting. It should document any assessments, with supporting behavioral examples, not expressed and documented in the tally sheet, individual Peer Evaluation Forms, teaching observation reports, case statement, vitae, and supporting materials. It should state the number of votes for, against, or abstaining from the candidates requested action.

The narrative summary and vote is reviewed and signed by the Peer Evaluation Group. Members of the Peer Evaluation Group or members of the Department should only sign the narrative summary if it accurately reflects the Peer Evaluation Group's or Department's deliberations and vote. Faculty minority statements may be attached. See Appendix H, "Narrative Summary Cover Sheet." The narrative summary should include a discussion of the quality of the scholarship. Specific comments should be included that indicate an evaluation of the scholarship in relation to the originality, contributions to a body of knowledge and significance to the faculty member's field.

The Department Chair or the PEG Chair prepares two copies (plus the original versions) of the written evaluation materials including:

- the narrative summary,
- tally sheet of peer evaluation forms,
- faculty teaching observation reports,
- student teaching evaluations,
- case statement, vitae,
- and supporting materials such as Reflective Pedagogical Essay.

The Department Chair or the PEG Chair gives the first copy to the candidate for his or her personal record. The faculty member may reply, in writing. If so, this reply is sent directly to the Provost and, where appropriate to the Faculty Personnel Committee for inclusion in his/her Candidate Performance Dossier, with a copy to the Department Chair for inclusion in the Department's copy of the written evaluation materials.

The Department Chair or the PEG Chair keeps the original copy of the written evaluation materials in the Department for a period of one year for possible review by the Provost, Faculty Personnel Committee, and/or the Faculty Hearing and Appeals Committee. This copy shall also include the individual Peer Evaluation Forms.

The Department Chair or the PEG Chair forwards the second copy of the written

evaluation materials to the Provost for inclusion in the Candidate Performance Dossier.

The Department Chair, Faculty Personnel Committee, or Provost may, when appropriate, request letters of evaluation from individuals outside the Department and/or the College. If evaluations are requested for a particular candidate, the candidate shall be informed when such evaluations are received, and shall have the right to read these letters of evaluation. However, the identity of the outside evaluators may remain anonymous. These evaluations shall then be placed in the written evaluation materials.

e. Faculty Personnel Committee Level Evaluation

The Faculty Personnel Committee votes on the candidate's requested action, using the materials in the Candidate Performance Dossier. If the Candidate Performance Dossier is incomplete, including the absence of supporting materials, the Faculty Personnel Committee shall return the evaluation or Candidate Performance Dossier to the candidate for completion normally within five working days. The Committee may invite other members of the campus community for an interview, but if it does so, the occurrence and substance of the interview normally is communicated in writing to the candidate either in the Committee's written recommendation or in an additional letter to the candidate.

The Faculty Personnel Committee makes a written recommendation regarding the candidate. If the recommendation is for non-reappointment, non-promotion, or denial of tenure, the written recommendation shall explain specifically the manner in which the faculty member failed to satisfy the appropriate criteria. As much as possible, assessments must be based on and supported by the written evaluation materials in the Candidate Performance Dossier. If any additional assessments are made, they must be supported by specific behavioral examples. If the Faculty Personnel Committee fails to reach a unanimous recommendation, the minority may state its position in writing, giving its reasons.

The Faculty Personnel Committee meets with the Provost and submits its written recommendation for his/her consideration.

Accompanying the recommendation of the Faculty Personnel Committee should be:

- statement of reasons in support of the recommendation
- the candidate's Performance Dossier
- the minority report, if any
- the candidate's written reply, if any
- any additional relevant evaluation material

11. General Criteria

General Criteria

At Wagner College, faculty are evaluated on the quality of their performance in four areas: teaching, scholarship or creativity, service to the College, and professional contributions to the community.

1) Teaching

Teaching is a multifaceted activity which helps students not only gain knowledge, under-

standing, and skill in particular disciplines but to acquire values, as well. It requires professional commitment, persuasiveness, and knowledge and mastery of the discipline. Teaching should be evaluated by tenured and senior colleagues, primarily in the candidate's own Department, on the basis of formal and informal observation, and by students in their anonymous questionnaires. The preparation of new or revised courses and/or contributions to the College's general education program also provide evidence for the quality of teaching.

2) Scholarship

Scholarship is not only important in itself for the advancement of knowledge, but valuable for teaching as well, for in the process of contributing to their disciplines, professors necessarily keep abreast of developments within them. Furthermore, the opportunity to reflect and produce original work revitalizes a faculty member's teaching. In its highest form, scholarship refers to original research in a scholarly discipline, or its equivalent expression in the creative arts. Professors engaged in such work normally seek a critical audience through publication in scholarly journals and books or presentation of papers at conferences, or, in the case of creative fields, through performances and exhibitions. Scholarship may also be reflected in publications which interpret the original scholarly or creative work of others to a general audience through textbooks, articles, book reviews, or in presentations to the campus community.

3) Service to the College

Service to the College community enhances the teaching, learning, and social environment and promotes the liberal arts mission of the College. Actively advising students, participating in student and faculty events, and involvement in committees are some of the specific services provided to the College. The development of peer relationships and collegiality serve to promote teamwork and enhance the performance of Departmental and Faculty-wide activities. Faculty are expected to function in groups, with a free and open exchange of ideas and, as such, disagreement and debate are expected. To insure an atmosphere of collegiality, differences must center around ideas, not personalities, and respect for others' views must be maintained at all times.

4) Professional Contributions to the Community

Professional service to the community/society is important to building the College's image as a contributor to human welfare. Other social institutions are requesting help from academics in areas of problem-solving. Wagner faculty who are actively serving the community provide students with an important role model. These faculty exercise the right to challenge students to become contributors to the world community and to use their knowledge in a moral and ethical framework.

Of these four criteria, excellence in teaching is the most important, followed by scholarship, college service and contributions to the community in descending order of importance. No degree of excellence in scholarship or creativity and/or service can compensate for mediocre teaching. Yet excellence in teaching cannot compensate for lack of scholarship and college and community service. Because of the difficulty of assessing these four areas, those evaluating the candidate will necessarily make qualitative judgments, but these must be based on quantitative evidence.

While the four general criteria apply to all evaluations, different levels of achievement and evidence of achievement of these criteria are required at different levels of reappointment, promotion, and tenure. To this end, specifications of the level of achievement and type of evidence required for each level of reappointment, promotion, and tenure follow.

Throughout the various evaluation stages:

- The earned doctorate shall be considered the usual terminal degree, except in those fields in which the major accrediting agency and/or professional association has specified another terminal degree.
- Professional accomplishments which are used to achieve the criteria of a previous promotion cannot be used as a criteria for being eligible for promotion to the next academic rank.

12. Reappointment and Promotion Criteria

Specific Criteria for Reappointment and Promotion of an Instructor

- 1) Criteria for reappointment in the rank of instructor are:
 - a) demonstration of excellence in teaching and related student contacts
 - b) professional scholarship development as evidenced by:
progress toward the doctorate or the approved terminal degree as specified above
- 2) Criteria for promotion from the rank of instructor to assistant professor are:
 - a) continued demonstration of a high level of effectiveness in teaching and related student contacts
 - b) professional scholarship development as evidenced by:
the earned doctorate or the approved terminal degree as specified above, except that this requirement may be waived for a faculty member in the following areas in which the specified requirements have been met:
 - (1) Nursing
 - (a) enrollment in a doctoral program
 - (b) M.Ed. in Nursing (60 credits), or M.A., M.S. in Nursing with additional credits accumulating to 60 credits
 - (c) community and/or professional service
 - (2) Computer Science
 - (a) M.A. or M.S. with at least 30 additional credits in Computer Science
 - (b) evidence of publications, active research projects or technical competence and expertise
 - (3) Business
faculty whose primary teaching responsibilities are in accounting must complete the M.B.A. or J.D. and obtain the C.P.A. licensure

Because an instructor is expected to be completing his/her terminal degree, only a minimal level of service to the College and professional service to the community are expected for reappointment and promotion of an instructor.

No faculty member shall remain in the academic rank of instructor for more than seven years, including a possible seventh year terminal appointment.

Specific Criteria for Reappointment and Promotion of an Assistant Professor

- 1) Criteria for reappointment of untenured faculty in the rank of assistant professor are demonstration of growth and development in the following areas:
 - a) a high level of teaching effectiveness as shown by:
 - (1) development of materials and methods of presentation for established courses
 - (2) participation in curriculum development within the Department and the College
 - (3) positive student responses expressed in formal evaluations and informal reactions
 - (4) peer judgments of teaching effectiveness
 - b) professional scholarship development as shown by:
 - (1) participation in the creation of new courses reflecting developments in the discipline
 - (2) peer judgments of competence within the discipline
 - (3) membership in professional organizations
 - c) growing service to the College, as shown by such items as:
leadership in student activities or participation in Faculty committees
 - d) professional service to the community as evidenced by such items as:
participation in community service organizations
- 2) Criteria for promotion from the rank of assistant professor to associate professor reflect growing leadership, particularly in the areas of teaching and scholarship and/or creative activity. The criteria are:
 - a) the earned doctorate or approved terminal degree
 - b) four (4) years of teaching in the rank of assistant professor at the College except that in cases of prior service in the same rank at another institution of higher education, or cases of special merit, the Faculty member may be promoted more rapidly
 - c) a high level of teaching effectiveness as evidenced by such items as:
 - (1) the development of new courses related to the faculty member's discipline
 - (2) the introduction of innovative teaching methods
 - (3) teaching advanced courses within the faculty member's discipline
 - (4) positive student responses expressed in formal evaluations and informal reactions
 - d) significant professional development as shown by such items as :
 - (1) active participation in professional organizations
 - (2) peer judgments of excellence within the discipline
 - (3) recent scholarly activity as evidenced by published reviews, articles, books,

presentations at academic conferences and shows, journalistic articles published in reputable newspapers, magazines, or similar organs, where pertinent to teaching methodology and competence

or

poetry; short stories, essays, novels, film, or dramatic scripts published by reputable literary journals/magazines, commercial or academic presses, or small literary presses, exclusive of 'vanity presses', where pertinent to teaching methodology and competence

or

unpublished research where pertinent to teaching methodology and competence where each of the following must be submitted in evidence:

- (a) an abstract of the work
- (b) a written draft of the work
- (c) a written evaluation of the unpublished research by a person in the field chosen by the candidate and a person in the field chosen by the Provost

or

recent exhibitions, shows, or performances considered equivalent to publications where pertinent to teaching methodology and competence, which receive positive critiques from a person in the field chosen by the candidate and one chosen by the Provost.

While 2.d.(3) may be sufficient in itself, 2.d.(1) and 2.d.(2) alone are insufficient evidence of significant professional development.

e) service to the College, as shown by such items as:

- (1) committee work
- (2) participation in student and faculty affairs
- (3) contributions to the cultural and intellectual life of the College

f) professional service to the community as evidenced by such items as:

- (1) contributions to the cultural and intellectual life of the community
- (2) community service involving the faculty member's discipline

Specific Criteria for Reappointment and Promotion of an Associate Professor

- (1) Criteria for reappointment of untenured faculty in the rank of associate professor are the same as criteria for promotion to the rank of Associate Professor, except that the faculty member shall demonstrate growing leadership, particularly in the areas of teaching and scholarship and/or creativity.
- (2) Criteria for promotion from the rank of associate professor to full professor reflect the fact that the rank of full professor represents the highest recognition that can be bestowed upon a faculty member. For promotion to full professor, there must be evidence of

substantial accomplishments in teaching, professional development, and service to the College. The criteria are:

- a) the earned doctorate or the approved terminal degree
- b) five (5) years of teaching in the rank of associate professor at the College, except that in cases of prior service in the same rank at another institution of higher education, or in cases of special merit, the faculty member may be promoted more rapidly.
- c) teaching mastery as evidenced by written references from peers, student evaluations and recognized leadership in the area of curriculum development
- d) significant on-going professional development as shown by such items as:
 - (1) active participation in professional organizations, including presenting papers, organizing/chairing meetings, serving as an officer
 - (2) peer judgments of excellence within the discipline
 - (3) recently published reviews or articles in refereed professional journals

or

recently published texts, anthologies, monographs, books

or

journalistic articles published in reputable newspapers, magazines, or similar organs, where pertinent to teaching methodology and competence

or

poetry; short stories, essays, novels, film, or dramatic scripts published by reputable literary journals/magazines, commercial or academic presses, or small literary presses, exclusive of 'vanity presses', where pertinent to teaching methodology and competence

or

recent exhibitions, shows, or performances considered equivalent to publications which can be documented in the following ways:

Art

- (a) One, two, or three-person shows in commercial, university, and/or museum galleries
- (b) Representation in invitational or juried group shows of a regional/national nature
- (c) Artistic products that result from work as a designer, illustrator, art director, film maker, photographer, etc. A written evaluation of the candidate's creative work must be provided by two persons in the field chosen by the candidate, and two chosen by the Provost.

Music

The candidate will either submit and sing or play two solo recitals, or submit

and conduct two ensemble performances, or submit and arrange for public performance of two compositions. A written evaluation of the candidate's creative work must be provided by two persons in the field chosen by the candidate, and two chosen by the Provost.

Theater

Public theatrical performance in which the candidate performs the role of producer, director, music director, designer, costumer, technical director, choreographer, playwright, lyricist, or actor. A written evaluation of the candidate's creative work must be provided by two persons in the field chosen by the candidate, and two chosen by the Provost.

While 2.d.(3) may be sufficient in itself 2.d.(1) and 2.d.(2) alone are insufficient evidence of significant professional development.

e) College service as shown by such items as:

- (1) distinguished contributions to Departmental and/or College development
- (2) service as a member of the Academic Policy Committee, Faculty Personnel Committee, Priorities and Budget Committee and/or other distinguished committee work
- (3) service as Department Chair
- (4) service as graduate program coordinator or other evidence of recognized College leadership

f) professional service to the community as evidenced by such items as:

- (1) active membership on directing boards of community organizations
- (2) officer/leader of a community organization
- (3) organizer/presenter of community workshops

Specific Criteria for Reappointment in the Rank of Professor

The criteria for reappointment of untenured faculty in the academic rank of professor are the same as those for promotion to the rank of professor.

13. Tenure Criteria

The criteria for reappointment with tenure are:

- a. a minimum of seven years of teaching in higher education
- b. the earned doctorate or the approved terminal degree approved by the appropriate accrediting agency and/or professional organization in the field, except that this requirement may be waived for a faculty member in the following areas in which the specified requirements have been met:

Nursing

- o demonstrated active progress in a doctoral program
- o M.Ed. in Nursing (60 credits), or M.A., M.S. in Nursing with additional credits accumulating to 60 credits

- o community and/or professional service

Computer Science

- o M.A. or M.S. with at least 30 additional credits in Computer Science
- o evidence of publications, active research projects, or technical competence and expertise

Business

faculty whose primary teaching responsibilities are in accounting must complete the M.B.A. or J.D. and obtain the C.P.A. licensure

- c. a demonstrated and continuing prospect for a high level of teaching effectiveness as measured by but not limited to:
 - 1) development of new courses and/or teaching methodologies based on changes in the discipline
 - 2) student judgments as evidenced by formal evaluations and informal comments
 - 3) judgment of peers within the Department and College
- d. a demonstrated and continuing prospect for scholarship/creative work as evidenced by such items as:
 - 1) official participation in professional organizations including presenting papers, chairing sessions, serving on committees
 - 2) critical and/or scholarly books or articles published in refereed journals

or

journalistic articles published in reputable newspapers, magazines, or similar organs, where pertinent to teaching methodology and competence

or

poetry; short stories, essays, novels, film or dramatic scripts published by reputable literary journals/magazines, commercial or academic presses, or small literary presses, exclusive of 'vanity presses', where pertinent to teaching methodology and competence

or

positive written evaluation of the candidate's unpublished scholarly, journalistic, and/or creative work, where pertinent to teaching methodology and competence, by two persons, one in the same field or a related field, chosen by the candidate, and one chosen by the Provost

or

exhibitions, shows, or performances considered equivalent to publications, to be documented in the following ways:

Art

One, two, or three-person shows in established galleries and/or representation in

invitational or juried group shows of a regional/national nature

Music

The candidate will either submit and sing or play two solo recitals, or submit and conduct two ensemble performances, or submit and arrange for public performance of two compositions

Theater

Public theatrical performances in which the candidate performs the role of producer, director, music director, designer, costumer, technical director, choreographer, playwright, or lyricist or actor.

- e. a demonstrated and continuing record of College service, as evidenced by such items as:
 - 1) committee work
 - 2) participation in student and faculty affairs which promote the College's mission
 - 3) contributions to the College's cultural and intellectual life

- f. a demonstrated and continuing prospect for contributions to the community as evidenced by professional expertise shared with the community such as:
 - 1) membership on the board of a community organization
 - 2) presentations to community groups

Of the four areas to be evaluated for a candidate's reappointment with tenure, teaching is to be considered the most important, scholarship or creative activity next, followed by service to the College, with community service given the least weight.

D. Second and Fourth–Year Review of Tenure–Track Full–Time Faculty

During their second and fourth years of full-time teaching at Wagner College, faculty members will be reviewed comprehensively according to the criteria appropriate to their academic rank.

1. Procedure

At the Department level evaluation, members of the Peer Evaluation Group shall complete the "Additional Evaluations for Second and Fourth Year Review Only." The Peer Evaluation Group Chair will include these results in the Tally Sheet and Narrative Summary.

Credit for years of previous service towards tenure becomes effective only when a candidate's Second or Fourth–Year Review yields a decision for reappointment.

If the result of the Second or Fourth–Year Review is a decision for non-reappointment, the faculty member will be granted a terminal reappointment for the third or fifth year.

2. Criteria

The criteria for Second and Fourth–Year Reviews are those appropriate to their academic rank.

The purpose of the Second and Fourth–Year Reviews is to assure that faculty members are of suf-

ficient quality that continued employment up to the tenure decision appears to be warranted. But it should be clear to all involved that a positive decision at the Second or Fourth-Year Reviews does not necessarily assure an eventual positive decision on tenure, which is made in the candidate's sixth year.

The decision to terminate a faculty member under such circumstances will be based primarily on evidence of unsatisfactory teaching and/or inadequate professional development.

E. TENURE OF TENURE-TRACK FULL-TIME FACULTY

The Board of Trustees of Wagner College recognizes the importance of tenure as a protection of academic freedom, in accordance with the *Statement of Principles of the American Association of University Professors (1940)* as found in Appendix A.

Ultimately, tenure is granted through a process that evaluates candidates in the four categories listed below, but in the end, final judgments are based on an overall assessment of the candidate as against the sum of the criteria. Earning tenure is a result of excellence and accomplishment as demonstrated by the overall record of the candidate. Candidates will not be awarded tenure by recognition as minimally acceptable in all categories. Tenure is an earned privilege. The review process is established to allow the candidate's case to illustrate overall excellence and to demonstrate, proactively, reasons for the awarding of tenure.

1. Procedure

At the Department level evaluation, members of the Peer Evaluation Group shall complete the "Additional Evaluations for Tenure Decision Only". The Peer Evaluation Group Chair will include these results in the Tally Sheet and Narrative Summary.

The Faculty Personnel Committee reviews and makes recommendations regarding the candidate as outlined in the procedure above.

A recommendation for reappointment with tenure shall be in the sole discretion of the Faculty Personnel Committee except that reappointment with tenure must be recommended by the Peer Evaluation Group. Recommendations with respect to tenure must be made by the Faculty Personnel Committee no later than the sixth year and generally no earlier than the candidate's fourth year when the candidate has had previous teaching experience in higher education.

A faculty member who is reappointed, other than a terminal reappointment, for a seventh year shall have tenure at the end of that year.

Tenure may be recommended earlier in cases of special merit, when for instance a faculty member has taught full-time at another institution of higher education and his or her total number of years of full-time teaching is six or more.

In acting upon the recommendation of the Faculty Personnel Committee for reappointment with tenure, the Provost, the President, and the Board of Trustees shall adhere to the procedures in this *Handbook*. The decision of the President and the Board to accept or reject a recommendation shall be final and binding.

A tenured faculty member shall have continuous re-employment unless he or she resigns or retires, or is terminated in accordance with the procedures in the *Handbook*.

2. Criteria

The criteria for reappointment with tenure are:

- a. a minimum of seven years of teaching in higher education
- b. the earned doctorate or the approved terminal degree approved by the appropriate accrediting agency and/or professional organization in the field, except that this requirement may be waived for a faculty member in the following areas in which the specified requirements have been met:

Nursing

- o demonstrated active progress in a doctoral program
- o M.Ed. in Nursing (60 credits), or M.A., M.S. in Nursing with additional credits accumulating to 60 credits
- o community and/or professional service

Computer Science

- o M.A. or M.S. with at least 30 additional credits in Computer Science
- o evidence of publications, active research projects, or technical competence and expertise

Business

faculty whose primary teaching responsibilities are in accounting must complete the M.B.A. or J.D. and obtain the C.P.A. licensure

- c. a demonstrated and continuing prospect for a high level of teaching effectiveness as measured by but not limited to:
 - 1) development of new courses and/or teaching methodologies based on changes in the discipline
 - 2) student judgments as evidenced by formal evaluations and informal comments
 - 3) judgment of peers within the Department and College
- d. a demonstrated and continuing prospect for scholarship/creative work as evidenced by such items as:
 - 1) official participation in professional organizations including presenting papers, chairing sessions, serving on committees
 - 2) critical and/or scholarly books or articles published in refereed journals

or

journalistic articles published in reputable newspapers, magazines, or similar organs, where pertinent to teaching methodology and competence

or

poetry; short stories, essays, novels, film or dramatic scripts published by reputable literary journals/magazines, commercial or academic presses, or small literary presses, exclusive of 'vanity presses', where pertinent to teaching methodology and competence

or

positive written evaluation of the candidate's unpublished scholarly, journalistic, and/or creative work, where pertinent to teaching methodology and competence, by two persons, one in the same field or a related field, chosen by the candidate, and one chosen by the Provost

or

exhibitions, shows, or performances considered equivalent to publications, to be documented in the following ways:

Art

One, two, or three-person shows in established galleries and/or representation in invitational or juried group shows of a regional/national nature

Music

The candidate will either submit and sing or play two solo recitals, or submit and conduct two ensemble performances, or submit and arrange for public performance of two compositions

Theater

Public theatrical performances in which the candidate performs the role of producer, director, music director, designer, costumer, technical director, choreographer, playwright, or lyricist or actor.

- e. a demonstrated and continuing record of College service, as evidenced by such items as:
 - 1) committee work
 - 2) participation in student and faculty affairs which promote the College's mission
 - 3) contributions to the College's cultural and intellectual life

- f. a demonstrated and continuing prospect for contributions to the community as evidenced by professional expertise shared with the community such as:
 - 1) membership on the board of a community organization
 - 2) presentations to community groups

Of the four areas to be evaluated for a candidate's reappointment with tenure, teaching is to be considered the most important, scholarship or creative activity next, followed by service to the College, with community service given the least weight.

F. Emeritus Award for Retired Full-Time Faculty

1. Procedure

- a. The candidate's Department initiates a recommendation for the Emeritus award. The Department Chair forwards the Department recommendation and the candidate's updated vitae to the Faculty Personnel Committee.

- b. The Faculty Personnel Committee forwards its recommendation to the Committee of the Whole.
- c. Should the recommendation of the Committee of the Whole be a positive one, it is forwarded to the Board of Trustees.
- d. The Board of Trustees has final discretion to award emeritus status to the candidate.

2. Criteria

The criteria for awarding emeritus status are:

- a. The candidate is a retired full-time, tenured faculty member.
- b. The candidate has made outstanding contributions with respect to time or talent in one or more of the following areas: teaching, scholarly/creative activities resulting in publication or other professional recognition, contributions to the Wagner College community, or services to the general community.

3. Emeritus Status

The emeriti rank allows candidates:

- a. to participate in Commencement and other academic ceremonies.
- b. to observe Faculty meetings and the Committee of the Whole.
- c. to be listed in the *College Bulletin*.
- d. other honors and privileges as granted.

G. Re-Appointment of Associated Faculty

1. Procedure:

- a. Every three years, the teaching of Associated Faculty will be evaluated by at least two members of their Department. The Department will make recommendations to the Provost whether to renew the Associated Faculty's teaching responsibilities based on teaching observations, student evaluations and Department need. This recommendation shall have no bearing on the continuation of their administrative duties.

H. Appointment and Reappointment of Temporary Full-Time Faculty

Temporary full-time faculty are classified as Visiting Professors and Temporary Full-Time Professors.

1. Appointment of Visiting Full-Time Professors

A visiting full-time professor position is created to provide for a temporary employment need, such as start a pilot program, fill an immediate vacancy, serve as a replacement for a sabbatical leave, or serve as a replacement for a medical leave.

Vacancies resulting from such events are to be promptly discussed by the Department involved with the Provost. Should the Provost recommend, and the President authorize, that a vacancy be filled, the Department is to proceed in a timely fashion to fill a temporary full-time professor position. Normally, temporary full-time appointments are limited to no more than three years.

The Provost will make an annual report to the Priorities and Budget Committee on the status of

all visiting full-time appointments including the balance of visiting to ongoing tenure appointments. The procedure for appointment of a visiting full-time professor is the same as that for a tenure-track, full-time faculty member.

2. Reappointment of Visiting Full-Time Professors

A Visiting Full-Time Professor appointed to replace a tenure-track faculty member on leave of absence shall normally not be reappointed after the replaced faculty member has returned.

The procedure for evaluation and reappointment of a visiting full-time professor is the same as that for a tenure-track, full-time faculty member in the first two years. However, reappointment is subject to the personnel needs of the Department and the availability of funding from the College.

Visiting full-time appointees may apply for the tenure-track full-time position in the event that a search occurs during their term. However, they must compete with other potential candidates through the regular procedures of the College for making tenure-track full-time appointments. The College does not grant tenure to visiting full-time faculty members, but employment in this category may be counted towards meeting the requirements for reappointment and promotion if it is of a duration of one year or longer.

3. Appointment of Visiting Distinguished Professors

A Visiting Distinguished Professor is brought in on a temporary basis to provide specialized knowledge or skill.

After consultation with the Department, the Provost may offer a visiting professorship for one year, subject to a maximum one-year renewal.

Given the prestigious nature of the appointment, the person should serve with at least the rank and salary of an associate professor.

A Visiting Professor appointment is normally for one (1) year and is for no more than two (2) years.

I. Appointment of Part-Time Instructional Staff

The rank of lecturer or the title "Adjunct" preceding designation of rank indicates a member of the instructional staff holding a part-time appointment. Part-time members of the instructional staff are not members of the Faculty. Part-time instructional staff do not participate and vote in matters of peer evaluation, reappointment, promotion, and tenure. They may participate but do not vote in all Committee of the Whole matters. They do not serve on Faculty committees. They do not enjoy the full conditions and terms of employment of the faculty presented in Chapter III of this *Handbook*. They are not eligible for Faculty Aid or Faculty Research Grants.

1. Procedure

Based upon the instructional needs of a Department or program, part-time instructional staff may be hired on a semester to semester basis. Consideration and interviewing of candidates may be done by Department Chairs, or appropriate designees. Although recommendations are made by

Chairs and Program Heads, contracts are signed and issued by the Provost alone, who makes all final determinations regarding rank and salary.

2. Criteria

- a. Appointment in an academic rank higher than adjunct instructor shall normally require an earned doctorate or the usual terminal degree in the field of teaching. In the absence of such a degree, a candidate may be appointed on the basis of other credentials and achievements generally accepted in the field as testifying to the possession of those professional competencies typically guaranteed by the degree.
- b. Persons who have achieved academic rank because of full-time employment at Wagner College, or other institution of higher education, will be eligible to be appointed to the part-time instructional staff in a comparable rank.
- c. Criteria for appointment in the rank of lecturer are a person:
 - 1) with no or little experience in teaching at the college level and
 - 2) who does not hold a terminal degree or equivalent qualifications.
- d. Criteria for appointment in the rank of adjunct instructor are a person who:
 - 1) has successfully taught a minimum of four semesters, excluding January and summer sessions, at Wagner College and
 - 2) does not hold a terminal degree or equivalent qualifications.
- e. Criteria for appointment in the rank of adjunct assistant professor are a person who has:
 - 1) the qualifications for a regular appointment in the rank of assistant professor and
 - 2) no previous teaching experience is required.
- f. Criteria for appointment in the rank of adjunct associate professor are a person who has:
 - 1) successfully taught a minimum of eight semesters, excluding summer and special sessions in the rank of adjunct assistant professor at Wagner College and
 - 2) fulfilled the appropriate criteria for professional development as listed in the *Faculty Handbook*.
- g. Criteria for appointment in the rank of adjunct professor are a person who has:
 - 1) successfully taught a minimum of ten semesters, excluding summer and special sessions, in the rank of adjunct associate professor at Wagner College and
 - 2) fulfilled the appropriate criteria for professional development as listed in the *Faculty Handbook*.

J. Faculty Reduction and Recall

The size of the Faculty may be reduced because of the elimination or curtailment of courses of instruction, or some other emergency beyond the control of the College. Such reduction in courses may result from the reduction in or elimination of academic programs and/or a drop in student enrollment, or other compelling academic and institutional considerations. During such an emergency, the Provost will consult with the Academic Policy Committee and the Priorities and Budget Committee to consider programs to reduce or eliminate.

1. Reduction Procedure

The Provost shall consult with the Faculty Personnel Committee and the impacted Department or Departments in developing a reduction plan. After the Provost has consulted with the affected Department, he or she shall bring to the Faculty Personnel Committee the names of faculty members under consideration for termination. The Faculty Personnel Committee shall consult the faculty members concerned, and affected Departments, and appropriate academic officers to determine the following:

- Whether the seniority requirement should be abrogated because of a more junior member of the Department is more qualified to teach remaining Department courses than a more senior member.
- Whether the faculty member to be terminated is qualified to teach courses elsewhere within the College.
- Whether a tenured faculty member to be terminated is qualified to perform other duties in the College which are available and which would constitute a full workload.

The recommendations of the Faculty Personnel Committee shall be forwarded to the Provost.

A faculty member who is to be terminated for reasons stated above shall be given notice of non-reappointment in accordance with "Reappointment and Promotion of Tenure-Track Full-Time Faculty" except where the faculty member is to be terminated because of bona fide financial exigency. In the case of financial exigency the College shall make it a high priority to give as much advanced notice as is financially feasible.

2. Reduction Criteria

In the event of a need to reduce the size of the Faculty, either within a Department or College-wide, the following principles shall apply:

- Faculty without tenure shall be terminated before faculty with tenure.
- Tenured faculty shall only be terminated under conditions of bona fide financial exigency.

3. Appeals

Appeals of termination may be made to the Faculty Hearings and Appeals Committee. A faculty member may appeal termination on the following grounds:

that the existence of a bona fide financial exigency has not been proven; that, even if such emergency exists, there may be viable alternatives to reduction in faculty;

or

that even if faculty reductions are necessary, the termination of this faculty member fails to adhere to the principles for faculty reduction.

The Faculty Hearings and Appeals Committee (FHAC) shall notify the faculty member within one month of receipt of the appeal whether the FHAC will hear the case or not.

If the FHAC decides to hear the case, it may require further information from concerned parties

and, consequently, may wish to conduct hearings or examine documentation relevant to the appeal.

The findings of the FHAC shall be conveyed to the President, the faculty member, the Faculty Personnel Committee, and other involved parties in the form of a finding about the merits of the appeal together with recommendations for action that the FHAC deems warranted. Final disposition shall rest with the President.

4. Recall

A tenured faculty member who has been terminated shall be subject to recall by the College for a period of two (2) years following the terminal date of employment. The College shall recall such a faculty member if it again offers courses of instruction sufficient to provide a full teaching load of courses per semester which the terminated faculty member is qualified to teach and these courses were not taught by the faculty members as part of their regular teaching loads after the terminal date of employment. Furthermore, the College shall recall a tenured faculty member who has the qualifications to perform other non-teaching duties within the College which were not being performed by tenured faculty after the terminal date of employment.

The Provost shall inform the Faculty Personnel Committee of the increased number of course offerings for other needs of the College. The Faculty Personnel Committee shall make the recommendations as to the qualifications of terminated faculty members to assume these teaching or non-teaching duties after consultation with the faculty members concerned, the affected Departments, and appropriate academic officers. The recommendation of the Faculty Personnel Committee shall be forwarded to the President.

A period of broken employment up to the date of recall shall be counted as service to the College for the purposes of seniority for recalled faculty members.

K. Faculty Resignations

A faculty member may terminate his or her appointment or reappointment effective the end of the academic year, provided that he or she gives notice in writing to his or her department chair with copies to the Provost and Human Resources, at the earliest possible opportunity, but no later than May 1 or thirty (30) days after receiving notification of the terms of his or her reappointment for the subsequent academic year, whichever occurs later.

A faculty member may properly request a waiver of the notice requirement in case of hardship or in a situation where he or she would otherwise be denied substantial professional advancement or other opportunity. The College shall be under no obligation to grant such request for waiver of proper notice.

V

FACULTY RESPONSIBILITIES

The professional responsibilities of a faculty member include teaching, student advising, maintenance of office hours, professional research, participation in Faculty meetings, curriculum development, academic policymaking, and peer review of colleagues at the College.

A. Workloads

All courses of instruction given for credit during the regular academic year, the summer sessions, or other special sessions, shall be taught by the Faculty and part-time members of the instructional staff.

All part-time and temporary full-time members of the instructional staff shall be assigned to the Academic Department or program in which the course/s are offered.

Academic officers may teach during a semester in the Department in which they hold academic rank or in a program in which they are qualified to teach.

The basic teaching load of the full-time faculty shall be based upon the workload document passed by the COW on February 8, 2005, and approved by the Board of Trustees on February 25, 2005. If the College is unable to maintain the plan due to financial conditions, the basic teaching load will return to seven units per year for all full-time faculty. The teaching load for those teaching labs, and unusual numbers of contact hours will be determined by the Provost in consultation with the Priorities and Budget Committee and appropriate Department Chairs. All full-time faculty shall not be required to teach more than seven course units per year. The teaching load of Department Chairs is established based on the size and complexity of the Department. The Provost will report workloads to the Academic Policy Committee, the Priorities and Budget Committee, and Department Chairs.

Faculty members engaged in research funded by an external source may be assigned a reduced teaching load provided that the College is compensated for the direct and indirect costs incurred due to such research and work reduction. Other reductions may be determined by the Provost after consultation with the Department Chair involved.

Part-time members of the instructional staff shall normally teach two courses or less per semester.

In the event a faculty member does not meet the workload responsibilities set forth above, the individual may be assigned appropriate equivalent duties. Such adjustments shall be determined by the Provost after consultation with the faculty member and his or her Department Chair.

B. Class Attendance

Faculty members are required to be in attendance at every session of each assigned course while the College is officially in session. Absence because of illness must be reported immediately to the Department Chair who will be responsible for making necessary arrangements. Because of inquiries made to the Office of Academic Affairs, that office must also be immediately informed. Absence

from class for other than emergency reasons must have the advance approval of the Department Chair and the Provost.

C. Office Hours

Office hours for the full-time faculty shall be not less than six (6) hours per week. In cases where the faculty member teaches courses in which contact hours exceed semester hours, office hours may be reduced by one (1) for each contact hour in excess of semester hours, to a minimum of four (4) office hours.

If faculty members serve on College committees and/or as a Freshmen Advisor, they need to hold four (4) regular office hours per week.

At least one half of a faculty member's office hours shall be scheduled prior to 4 PM.

A faculty member's classroom hours and office hours normally shall be scheduled on not less than four (4) days per week. Academic Departments shall have five-day coverage.

Part-time members of the instructional staff shall maintain two (2) office hours per week.

D. Committee Work

Service by faculty members on Faculty and other College committees is considered a professional responsibility and all faculty members shall be willing to be nominated and/or appointed to such committees. Faculty members having research obligations undertaken on behalf of the College may be assigned reduced committee responsibilities.

E. Academic Advisement

The academic advisement program is under the general supervision of the Provost and subsidiary offices. Departments are expected to establish and monitor advisement procedures for their majors.

All faculty members are expected to participate fully in College and Departmental advisory programs, e.g., freshmen orientation, registration.

F. Attendance at Faculty Meetings and Commencement

All faculty members are required to attend meetings of the Faculty and Commencement exercises unless excused by the President or his or her designee. Persistent unexcused absences from such activities may result in disciplinary action, including possible dismissal for just cause.

Faculty attendance at special convocations held during the academic year is required.

VI

PROFESSIONAL DEVELOPMENT AND SUPPORT

A. Sabbatical Leave of Absence

1. Purpose

The purpose of the sabbatical leave program is to improve teaching and scholarship at the College. Faculty granted sabbatical leaves will use this time in activity designed to produce research findings or to improve their effectiveness in teaching.

The number of sabbatical leaves for each academic year shall not ordinarily exceed 5% of the full-time faculty.

The Personnel Committee shall examine and evaluate the merits of each proposal and then make its recommendations to the Provost. If the proposed projects from faculty members are not of a professional quality, as evaluated by the Personnel Committee, none should be awarded.

2. Eligibility

Any full-time faculty member may apply for a sabbatical leave after six (6) consecutive years of full-time service at Wagner College, except that a leave of absence without service credit will not be considered for this specific purpose as an interruption of consecutive years of service.

Applications (see Appendix J) for sabbatical leave must be submitted to the Faculty Personnel Committee by October 1 prior to the year in which the sabbatical will occur. The Personnel Committee will report its recommendations to the Provost by November 15, and the Provost will make a decision, normally by February 1. Applicants must indicate in the proposal the location in which the sabbatical will take place, the number of semesters - one or two - requested, and a detailed statement of the nature and purpose of the sabbatical.

The granting of sabbaticals is subject to budgetary considerations and the personnel needs of the Department involved.

3. Terms

Faculty on sabbatical shall be paid full base salary for one semester or one-half base salary for two semesters. All health and welfare benefits shall continue.

The acceptance of sabbatical leave obligates the faculty member to return to the College for at least one full year. A faculty member who is granted a sabbatical may change the terms of the sabbatical only with the prior consent of the Personnel Committee and the Provost. Both the request and the approval must be in writing.

A written report shall be submitted to the Provost for transmittal to the Faculty Personnel Committee by the 15th day of the first month in the semester following the sabbatical. The

Personnel Committee shall evaluate the written report in light of the original proposal and file such report and evaluation in the grantee's Performance File and with the President.

Upon return from sabbatical leave the faculty member will be required to give a public presentation incorporating the results of the leave.

B. Funds for Faculty Aid

1. Purpose

These funds demonstrate Wagner College's commitment to quality teaching by financially supporting faculty efforts to obtain terminal degrees, and attendance and presentations at conferences, short courses, and the like.

2. Eligibility

The applicant must be part of the full-time tenure-track teaching faculty at the time the grant is applied for and remain a member of the Faculty during the time for which the grant is awarded.

3. Amount of Grant for Aid

The amount of any single grant will ordinarily not exceed \$1,750. The number of applications, the amount budgeted for the Faculty Aid Fund for any given year and the nature of the project determine the specific amount awarded.

4. Applications (see Appendix L for appropriate application form)

The Faculty Personnel Committee will adhere to the following procedures regarding applications:

- a. Priority will be given to applicants who have not received faculty aid funds previously.
- b. Applications for projects to be undertaken the fall semester and winter break must be submitted to the Faculty Personnel Committee no later than October 1. Applications for projects to be undertaken during the spring and the following summer must be submitted to the Faculty Personnel Committee no later than March 1. The grant request must clearly state the aim and scope of the project and include a detailed budget of how the grant monies would be spent. Proposed payments to third persons for labor and services should indicate the number of hours and hourly rate anticipated. The Faculty Personnel Committee will meet during the months of November and April and act on the applications it has received.
- c. If the funds of the Faculty Aid Fund for that year are not fully appropriated in April, the Faculty Personnel Committee will accept requests submitted up to October 1 for projects to be undertaken during the academic year. The Faculty Personnel Committee will meet during the month of October and act on these requests.

5. Procedure

Grants recommended by the Faculty Personnel Committee are subject to the approval of the Provost and the President of the College.

Funds will be disbursed upon presentation of an expense report (Appendix N) with receipts, where possible.

6. Obligations of the Grantee

The recipient of an award shall agree to teach at Wagner College for one year following the receipt of the grant. If the project results in monetary return to the grant recipient in excess of the grant, the recipient is expected to return such monies to the College. However, in no case will the sum returned exceed the amount of the original grant.

Applications must be made on forms provided by the Faculty Personnel Committee (Appendix L).

C. Funds for Faculty Research

1 Purpose

The Faculty Research Fund is designed to strengthen the College and support scholarly research by providing monies to encourage faculty to engage in intellectual projects and continue to develop professionally. In supporting the scholarly activities of its faculty it insures its reputation and continued growth.

2. Eligibility

The applicant must have his/her terminal degree or tenure and be a member of the full-time teaching faculty when the grant request is made. He/she has to remain a member of the Wagner College Faculty during the period of time the grant is awarded.

3. Types of Projects

The project must be one that will enhance the scholarly reputation of the College. The following list provides examples and is not meant to be exhaustive.

- a. Compensation for assistance in preparing and editing a manuscript.
- b. Compensation for travel necessary for research projects.
- c. Compensation for the cost of research materials.
- d. Compensation for subventions will be considered as long as they
 - 1) are peer reviewed; and
 - 2) do not require individual writers to pay for all or most of the publication costs; and
 - 3) do not require individual writers to buy or sell a significant number of copies of the publication.

The fund does not provide for payments to the applicant for his/her own time or labor..

4. Amount of Grant for Research

The amount of any single grant will be determined by the number of applications, the monies available in any given year and the nature of the project for which funding is requested. Ordinarily, a \$1,750 limit for any one project exists.

If the request is to purchase equipment that will also be used for teaching purpose, the applicant's Department is expected to share the cost. Other equipment and materials, other than incidentals, purchased with grant monies are to be turned over to the College.

Incidentals and consumable items available in the applicant's Department or elsewhere in the College should not normally be included in the application.

5. Application (see Appendix M for form)

The Faculty Personnel Committee will adhere to the following procedure regarding applications.

- a. Priority will be given to applicants who have not received research funds previously.
- b. Applications for projects to be undertaken the fall semester and winter break must be submitted to the Faculty Personnel Committee no later than October 1. Applications for projects to be undertaken the following summer and academic year must be submitted to the Faculty Personnel Committee no later than March 1. The grant request must clearly state the aim and scope of the project and include a detailed budget of how the grant monies would be spent. Proposed payments to third persons for labor and services should indicate the number of hours and hourly rate anticipated. The Faculty Personnel Committee will meet during the months of October and March and act on the applications it has received.
- c. If the funds of the Faculty Research Fund for that year are not fully appropriated in March, the Faculty Personnel Committee will accept requests submitted up to October 1 for projects to be undertaken during the academic year. The Faculty Personnel Committee will meet during the month of October and act on these requests.

6. Procedure

Grants made by the Faculty Personnel Committee are subject to the approval of the Provost and the President.

Monies will be disbursed upon presentation of an expense report (Appendix N) with receipts, where possible.

7. Obligation of the Grantee

The recipient of an award shall agree to teach at Wagner College for one year following the receipt of the grant.

In the event the project results in monetary return to the recipient (e.g., from book, patent, or royalty), the recipient should return such monies to the College. However, in no case should the sum returned exceed the amount of the original grant.

Applications must be made on forms provided by the Faculty Personnel Committee (Appendix M).

VII

COLLEGE POLICIES RELATING TO FACULTY

A. Academic Advisement

Systems of academic advisement as well as individual advisement are under the general supervision of the office of the Provost and its representatives. Departments are expected to establish advisement procedures for their majors. All faculty members are expected to participate fully in general advisory programs, such as orientation and registration, and in Departmental advisement programs.

B. Advertising and Printing

Advertising and printing in the Academic Departments and offices require the approval of the Provost.

C. Alcoholic Beverages

The use of alcoholic beverages on campus is governed by appropriate State and College rules and regulations.

D. Book Orders

Textbook orders for all courses must be submitted to the College Bookstore several months prior to the beginning of the semester in which they are to be used. All orders are to be submitted by the Department Chair on a form provided by the Bookstore Manager.

E. Class Schedules

Course schedules are submitted by Department Chairs to the Registrar for the following semester. After approval, course schedules are printed and distributed for advisement and registration.

Course cancellations are made periodically by the Registrar, including immediately after final registration after consultation with the Department Chair. Additional sections of courses may be opened during registration by the Registrar after consultation with the Department Chair. All changes in the original course schedules are reported officially to the Registrar.

F. Classroom Assignments

All classrooms are assigned by the Registrar. Teaching requirements and the fullest use of facilities are major determinants in making the assignments. In making requests for hours, Departments are expected to space courses throughout the day. Classroom assignments for each semester are posted on bulletin boards on or before the first day of classes.

G. Counseling

Faculty members are expected to make themselves available to students for counseling in the areas of their competence and within reasonable time limits. Students needing specialized or more extended counseling should be referred as follows:

Academic	–	Dean of the College
Financial	–	Associate Director of Financial Aid
Health	–	Director of Health Services
Psychological Counseling	–	Director of Counseling Services
Personal	–	Dean of the College
Religious	–	Chaplain
Vocational	–	Director of Career Development

The Office of the Vice Provost or the Dean of the College may be a first point of referral for all matters which involve counseling.

H. D and F Mid-Semester Notices

No official grades are given at mid-semester but all instructors are required to submit to the Registrar a list of all students who, at mid-semester, are doing work that would be evaluated at the grade of D or F. Such notices are sent to students, and whenever possible special conferences are arranged. Instructors are encouraged to consult with students who are doing failing work at mid-semester.

I. Substance Use

Use, possession, distribution, or being under the influence of narcotics or dangerous drugs, except as permitted by law, is prohibited. Performance of any College activity while impaired by the use of alcohol, prescription medications, or other substances of similar effect is also prohibited.

J. Examinations

The administration of all examinations prior to the final examination is at the discretion of the instructor. All instructors are required, however, to have a sound basis for the evaluation of the student's work and to indicate this to students at the beginning of each term. Make-up tests are at the discretion of the instructor with all due consideration for conflicts with standing student schedules.

All final examinations are to given only during the final examination week as scheduled by the College. Exceptions for pedagogical reasons may be made only with the advance consent of the Provost.

K. Grade Reporting

All grades are due in the Registrar's Office within 48 hours after the completion of the final examination with the exception of seniors whose spring semester grades must be submitted within 24 hours after the completion of final examinations.

Grade changes, if necessary, must be entered on a special grade change form available from the Registrar.

Reports on grades issued by Departments are made each semester by the Registrar and are made available to Department Chairs.

All instructors are requested to keep their class record books for at least one additional semester in the event some verification is needed.

L. Motor Vehicle Registration

The Director of Public Safety is responsible for the regulation of all traffic and parking on campus. Faculty members are expected to comply with these regulations. Motor vehicles must be registered with the Office of Public Safety and decals displayed on the specified part of the vehicle. Signs and road markings clearly indicate places where parking is permitted and restricted.

M. Registration

The College conducts registration at times announced by the Registrar after approval by the Provost. Supervision of the registration process is under the jurisdiction of the Registrar.

Departments are expected to work out work schedules so that a prior period of advisement is available to all students and to have a Department representative present at all the scheduled hours of registration.

N. Sales to Students

No member of the instructional staff shall prepare for sale or sell to students any textbook, manual, syllabus, or other article for class use without the written approval of the Provost.

No member of the Faculty, or regular employee, may act as an agent for any manufacturer, publisher, business house, or corporation; or undertake to dispose of any apparatus, book, or other merchandise, whether such a faculty member or employee receives compensation or not, unless the written approval of the President is received.

O. Sexual Harassment

Both the Equal Employment Opportunity Commission and the New York State Division of Human Rights regard sexual harassment as a form of sex discrimination and, therefore, as an unlawful discriminatory practice. The E.E.O.C. offers the following definition of "sexual harassment": "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment." Wagner accepts this definition, but enlarges it to apply to the academic community, which consists of not just employer and employees, but of students as well.

SEXUAL HARASSMENT/SEXUAL MISCONDUCT POLICY

Colleges and universities have a moral obligation to develop policies that protect students and employees from sexual harassment and any other forms of sexual misconduct. Effective policies can help shield higher education institutions from potential liability, as well as address legitimate faculty and student concerns.

The Equal Employment Opportunity Commission defines sexual harassment as unwelcome verbal, physical, or sexual conduct that is 1) made a condition of academic success and employment; 2) used as the basis for employment/academic decisions; 3) results in discrimination or harm caused by an intimidating, hostile, or offensive work/academic environment.

The Equal Opportunity Grievance Committee shall consist of the Provost, Director of Human Resources, Vice Provost, a faculty member, a staff member, and a student. Decisions of the Equal Opportunity Grievance Committee are recommendations to the President for his final decision.

Sexual misconduct is nonconsensual, intentional physical contact of a sexual nature, which includes unwelcome physical contact with another person's genitals, buttocks and/or breasts. Lack of consent may be inferred by physical intimidation, coercion, force, or advantage gained by the alleged victim's mental and/or physical incapacity, of which the perpetrator was, or should have been aware.

If you feel you have been assaulted, you should report the incident to one of the following:

Director of Public Safety	Public Safety Office	390-3165 (office) 390-3148 (24 hours)
Associate Dean of Campus Life	Wagner Union 221	420-4017
Dean of Students	Wagner Union 221	390-3423
Counseling Service	Campus Hall	390-3158
Director of Housing	Towers Residence Hall	390-3420
Vice Provost	Wagner Union 410	420-4157

P. Student Tutoring

Members of the instructional staff are prohibited from tutoring their own students for compensation. Requests for tutoring should be forwarded to the Academic Advisement Center.

Q. Summer Addresses and Mail Forwarding

Prior to the end of the academic year, faculty are requested to leave their summer addresses with the Provost. Instructions regarding mail forwarding should be left with the Mailroom.

APPENDIX A

ACADEMIC FREEDOM AND TENURE 1940 STATEMENT OF
PRINCIPLES AND INTERPRETIVE COMMENTS
(Confirmed as of 10/2011)
(No changes since Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX B

Wagner College
CONSTITUTION AND BYLAWS 2011
(Updated since Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX C

DEPARTMENTAL PEER EVALUATION FORM
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX D

TALLY SHEET
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX E

FACULTY TEACHING OBSERVATION REPORT
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX F

COURSE EVALUATION FORM
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX G

THE REFLECTIVE PEDAGOGICAL ESSAY
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX H

NARRATIVE SUMMARY
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX I

FACULTY ACTIVITY REPORT
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX J

SABBATICAL LEAVE APPLICATION
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX K

NOTICE OF OUTSIDE EMPLOYMENT
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX L

FACULTY AID APPLICATION
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX M

FACULTY RESEARCH GRANT APPLICATION
(Wagner Faculty Handbook 16th Rev. Ed.)

APPENDIX N

EXPENSE REPORT
(Wagner Faculty Handbook 16th Rev. Ed.)