

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, resident's 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, 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.

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 five respective Divisions to structure education around recognizable academic foci.

1) Organization of the Teaching Faculty

- a) Humanities Division
Department of English
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 History
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 cocurricular 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

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 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, 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 serves 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:

- 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.

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:

- 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 reclude 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 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 inure 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 Head, 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</u> <u>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, 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 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.

In the first year prior to tenure, the candidate's Department will carry out a review in the spring semester and send its review materials to the Office of the Provost by March 1. The Provost will review all of these recommendations regarding the reappointment of faculty candidates and present the Provost's final review in writing to the Department Chair.

In the second, fourth, and sixth years prior to a tenure decision, and in cases of promotion, a Peer Evaluation Group will evaluate candidates at the Departmental level. The Faculty Personnel Committee will review these candidates for reappointment and/or promotion, making recommendations to the Provost and ultimately the President. The Faculty Personnel Committee will conduct all reviews for reappointment, tenure, and promotion in the spring semester.

In the third and fifth years prior to a tenure decision, the Department will evaluate candidates for reappointment at the Departmental level and submit its recommendation to the Provost. In consultation with other members of the Department, the Department Chair will submit the Departmental recommendation for reappointment to the Provost. A formal process involving a case statement, teaching observations and other documentation is not needed for the

review and recommendation. The faculty member, the Provost, the Faculty Personnel Committee, or the Department may request a full evaluation following the procedures used for the second and fourth year reviews if deemed needed.

The schedules for the review of candidates for reappointment, tenure, and promotion are illustrated in the following chart. The ensuing narrative outlines the responsibilities of the candidate, the Department or Peer Evaluation Group, the Faculty Personnel Committee, and the Provost. Evaluation involves a procedure for applying criteria to written evaluation materials.

**Schedule
Reappointment/Tenure/Promotion**

Reappointment Request	Sep. 15	Faculty requests for reappointment to Department Chair and Provost.
Teaching Observation	Oct. 1–15 Oct. 1–30 Nov. 1–30	Teaching observations / sixth (tenure) years. Teaching observations / second / fourth, and promotions. Teaching observations / first year.
Reflective Pedagogical Essay	Oct. 1 Nov. 1	Candidate submits reflective pedagogical essay to reviewers and Chair of the PEG. Reviewers submit response to essay to candidate and Chair of the PEG.
Case Statements To Provost	Oct. 1 Nov. 1 Feb. 1	Case statements / vitae / pertinent documents to Provost for sixth (tenure) year. Case statements / vitae / pertinent documents to Provost for second / fourth, and promotions. Departmental Review Documents for First-Year Faculty.
Peer Group Evaluations	Oct. 1–15 Nov. 1–30 Feb. 1–15	Peer group evaluations / sixth (tenure) year. Peer group evaluations / second / fourth, and promotions. Departmental Review / first year.
Performance Files and Dossiers to Provost	Nov. 1 Dec. 10 Dec. 10 March 1	Candidate Performance File and Performance Dossier to Provost / sixth (tenure) year. Candidate Performance File and Performance Dossier to Provost / second / fourth, and promotions. Departmental Letter and Recommendations to Provost / third/ fifth year. Departmental Review file to Provost / first year.
FPC Recommendations to Provost	Feb. 1 March 1	FPC recommendations to Provost / sixth year (tenure) candidates. FPC recommendations to Provost / second / fourth, and promotions.
Provost Forwards FPC Recommendations	Feb. 15 March. 15	Provost sends FPC recommendations to candidate sixth (tenure) year. Provost sends FPC recommendation to candidate / second / fourth, and promotions.
Provost's Decision and Candidate Letters	March. 1 April. 15	Provost's decision on candidates / sixth (tenure) year. Provost's decision on candidates / first / second / third / fourth / fifth, and promotions.
Departmental/FPC Reconsiderations	Mar. 1–15 April 15–30	FPC reconsiderations / sixth (tenure) year. Departmental/PEG/FPC reconsiderations / first / second / third / fourth / fifth, and promotions.
Provost's Final Decision	March 30 May 7	Provost's final decision / sixth (tenure) years. Provost's final decision / first/ second / third/ fourth, fifth, and promotions.