

MANHATTAN COLLEGE FACULTY HANDBOOK

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The material contained in this Handbook represents current policies, responsibilities and benefits relating to the faculty. Any changes to the Faculty Handbook will be implemented by the Provost upon the joint approval of a measure by the Council for Faculty Affairs and the President of the College. Changes, additions and deletions will take up to thirty days to appear in the electronic version available to faculty.

Record of CFA Approved Resolutions in Handbook

<u>Topic</u>	<u>Date Updated</u>	<u>Handbook Section</u>
Definition of Tenure	July 2019	2.7.1
Probationary Period	July 2019	2.7.2
IRBC & IRB	July 2019	1.6.1.3
Number of Sabbaticals Awarded	July 2019	2.11.1
Tenure Requirement for Hearing Committee Membership and New Standing Committee	July 2021	2.9.5
Sabbatical Leave Application Calendar	Spring 2021	2.11.1 (e)
Counting Research Leave in P&T Clocks; Change in description “Length of Service”	July 2019	2.8.3.1, 2.8.4.1, 2.8.4.2
Elevate Quadrangle Faculty Advisor to voting member of CFA’s Publications Standing Committee	July 2021	1.6.1.3 (D) (4)
Provost as Initial Contact for Promotion Consideration	July 2021	2.8.5
Sabbatical Application Process	July 2022	2.11.1 (d)
Parental Leave Policy and Tenure	July 2022	2.7.2
Submitting P&T Applications Electronically	July 2022	2.6.1

Council for Faculty Affairs
Faculty Handbook
Chapter I

1.0 History, Mission, General Organization and Governance

1.1 History

In 1848, four Brothers of the Christian Schools, members of St. John Baptist de la Salle's teaching congregation, inaugurated the order's work in the New York by organizing St. Vincent's Academy on Canal Street. In 1853, the academy was moved to a new site at 131st Street and Broadway in the Manhattanville section of New York; the name of the school was changed to the Academy of the Holy Infancy. Ten years later a charter was granted by the Board of Regents of the State of New York to the school's Board of Trustees, composed of eight Brothers of the Christian Schools and ten laymen, to empower the institution to confer academic degrees under the name of Manhattan College. In 1921, construction of three buildings was begun in the Riverdale section and transfer of all students to the present campus was effected in 1923.

1.2 Mission

On 23 October 1990, the Board of Trustees of Manhattan College adopted the following statement of mission:

Manhattan College, overlooking Van Cortlandt Park in Riverdale, is an independent Catholic institution of higher learning which embraces qualified men and women of all faiths, races and ethnic backgrounds. Established in 1853, the College is founded upon the Lasallian tradition of excellence in teaching, respect for individual dignity, and commitment to social justice, inspired by the innovator of modern pedagogy, John Baptiste de La Salle.

The mission of Manhattan College is to provide a contemporary, person-centered educational experience characterized by high academic standards, reflection on faith, values and ethics, and life-long career preparation. This is achieved in two ways: by offering students programs which integrate a broad liberal education with concentration in specific disciplines in the arts and sciences or with professional preparation in business, education and engineering; and by nurturing a caring, pluralistic campus community.

The learning experience at Manhattan College is enriched by cooperative programs with other institutions, by postgraduate professional programs and by capitalizing on its location on the edge of the cultural center and global marketplace that is New York City.

1.2.1 University of the State of New York Charter

Manhattan College is legally authorized by its charter "to instruct youth in the learned languages and in the liberal and useful Arts and Sciences." The Charter granted in 1891 by the Regents of the University of the State of New York made absolute the provisional charter of 1863, which had established Manhattan as a corporation under the Revised Statutes of New York State and as an educational institution within the University of the State of New York.

The authorization to confer degrees was made more specific in 1865 when an amendment to the Charter empowered the College to confer the following degrees:

Undergraduate

A.B. (or B.A.)	A.A.
B.S.	A.S.
B.E.	A.A.S.
B.B.A.	

Graduate

M.A. (or A.M.)	M.E.
M.Th.	M.B.A.
M.S.	

Honorary

D.F.A.	Litt.D.
LL.D.	Sc.D.
D.C.S.	L.H.D.
D.C.L.	Pd.D.

In 1970 the College was also authorized to award the degree of Master of Science in Education (M.S. in Ed.).

1.2.2 Accreditation

The College is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104-2680, 215-662-5606, [www. Msache.org](http://www.Msache.org).

1.2.3 The Schools and Divisions of Manhattan College

Manhattan College includes:

- (1) The School of Liberal Arts;
- (2) The O'Malley School of Business;
- (3) The School of Education;

- (4) The School of Engineering;
- (5) The School of Science;
- (6) The Division of Continuing Studies
- (7) The Graduate Division.

The schools and the division of continuing studies division of Manhattan each offer complete programs leading to the bachelor's degree. The graduate division offers degree programs beyond the bachelor's level.

1.3 Board of Trustees

Manhattan College was incorporated in the year 1863 by eight Christian Brothers and ten laymen. From 1863 to 1970, the number of trustees remained eighteen. In 1968 an amendment to the College's Charter changed "the number of trustees to be not more than 25 nor less than 5." This change was effected to make the required number of trustees consistent with specifications of Education Law in the State of New York.

Bylaws of the Board of Trustees provide that the number of trustees be no more than thirty-seven trustees, including the president of the College and the immediate past president of the Alumni Society as members ex-officio. The president is a member of the board for a term that coincides with the period in which he or she holds the office of president. Four board members must be persons who are alumni or alumnae of the College. No member of the administration, faculty, staff, or student body of Manhattan College, other than the president of the college, may be a member of the Board of Trustees.

The Board of Trustees establishes and delineates the avenues of authority within the College, authorizes expenditures, and legally accepts funds and real estate occurring to the corporation. It is also the final authority in granting degrees from Manhattan College.

1.4 Administrative Structure

INTRODUCTORY NOTE

The information contained in this **HANDBOOK** concerning the officers of administration is intended to be descriptive. These descriptions are intended to help faculty members to understand the scope of responsibility of these officers to be able to turn for help to the administrative officer who has responsibility in a specific area.

1.4.1 The College Administrative Officers

The College administrative officers include the president, the executive vice president, and the vice presidents of the College. The duties of these officials of the College are outlined in that part of the **HANDBOOK** that concerns the faculty under the section entitled College Administration.

COLLEGE ADMINISTRATION

1.4.1.1 The President of the College

The bylaws of the Board of Trustees state that the president of Manhattan College shall be elected by a vote of two-thirds of the board; the president shall serve for a term of five years, which may be renewed by a vote of two-thirds of the board.

The president is the chief administrative and executive officer of the College and, as such, is charged with the following obligations:

- (1) to oversee and be responsible for the administration of the College;
- (2) to ensure that the ends for which the College exists are fulfilled;
- (3) to maintain the unity of purpose among the constituents of the College;
- (4) to put into effect the policies and regulations adopted by the Board of Trustees;
- (5) to render to the Board of Trustees an annual report embracing the totality of the activities and undertakings of the College;
- (6) to be official medium for all communications to and from the Board of Trustees and faculty member(s), administrative officer(s), staff(s), student(s) and alumni or alumnae;
- (7) to preside at the public exercises and functions of the College;
- (8) to represent the College to all its constituencies: administrators; faculty; students; alumni and alumnae; professional and support staff;
- (9) to speak for the College in all its external relations; in particular, the president is responsible for representing the College to the New York State Education department, to accrediting agencies, to other educational institutions and groups.
- (10) to preside at all general faculty meetings or to delegate the provost to preside at these meetings; the president may call the faculty together whenever he or she deems it necessary;
- (11) to confirm the appointment of the faculty committees whose membership has been selected and named by the Council for Faculty Affairs. The president may appoint special and/or ad hoc

faculty committees when he or she deems it appropriate or useful to do so;

(12) to appoint the administrative officers of the College; these appointments are made after appropriate consultation with faculty members; when appointments to academic administrative positions are made, the president consults with appropriate members of the faculty, and/or with search committees and/or with administrative officers;

(13) to have access to all meetings of the College and to be heard by the Senate when he or she so requests;

(14) he or she approves the resolutions sent to him or her by the College Senate and by the Council for Faculty Affairs. If, in his or her judgment, any resolution is contrary to the mind of the Board of Trustees or opposed to the general interests of the College he or she may return it to the appropriate group for modification or he or she may disapprove the resolution;

(15) he or she meets regularly with the administrative officers of the College;

(16) he or she requires from all vice presidents, deans, directors, and the chairs of departments an annual report on the work in their respective areas.

1.4.1.2 The Executive Vice President

The executive vice president ranks immediately after the president. In the absence of the president, the executive vice president assumes the rights and duties of the president. In addition, the executive vice president:

(1) coordinates the work of the provost and the vice presidents of the College;

(2) substitutes for the president in fulfilling any duty when designated by the president;

(3) has overall supervision of all internal operations of the College;

(4) has access to all meetings of the College Senate and will be heard by the Senate when he or she requests;

(5) has immediate supervision of College planning;

(6) oversees the preparation and editing of various handbooks of the College;

(7) meets regularly with the provost and vice presidents;

(8) presides at meetings of the Administrative Council of the College.

1.4.1.2 Vice Presidents and other Administrative Appointments

The bylaws of the Board of Trustees empower the president to appoint an executive vice president, an academic vice president or provost, and other vice presidents for specific areas of the College, Deans and other major administrative officers, who have such powers and perform such duties as the president may assign.

In the absence of the president and the executive vice president, the provost assumes the rights and duties of the president. The specific duties of the provost are set forth in the section of this **HANDBOOK** that is concerned with the faculty, under the heading Academic Administration.

1.4.2 Academic Administrative Officers

The academic administrative officers include the provost, the dean of the school of arts, the dean of the school of science, the dean of the school of engineering, the dean of the school of business, and the dean of the school of education in 1979 and the director of the graduate division. The duties of these officials of the College are outlined in that part of the **HANDBOOK** that concerns the faculty under the section entitled Academic Administration. In the administration of academic affairs, the deans of the schools rank immediately after the provost in the order of the date of the foundation of the school.

ACADEMIC ADMINISTRATION

1.4.2.1 The Provost

As the administrative head (under the president) of all academic activities of the College, the provost's primary function is to ensure that the academic work of the College has priority over all other phases of the College. His or her chief duty is that of coordination: he or she sees that each school, and the division of general studies, pursuing its particular ends, corresponds to the overall purposes of the College, that the deans of the schools and director of the graduate division cooperate with one another and with other officers and faculty in the matter of faculty services, space allocation, etc. He or she is the guardian of the policies, rules and regulations as set forth in the **HANDBOOK**, as these affect the various levels of College academic personnel.

The provost is concerned with the faculty of Manhattan College and

- (1) in collaboration with the deans, the chairs of departments, and the program directors, he or she determines the selection of faculty and carefully examines the qualifications of each candidate nominated for appointment; is responsible for ensuring that procedures for faculty appointments are carefully and completely followed;
- (2) oversees the implementation of established procedures regulating advancements in rank and

conferral of tenure; he or she reviews and updates faculty personnel policies;

- (3) undertakes studies concerning work load for each faculty member;
- (4) coordinates methods of evaluating the instruction given in the College;
- (5) promotes programs of faculty development, including sabbatical leave, other leaves and summer grants.
- (6) preserves faculty morale by seeing that facilities needed for proper instruction are provided;
- (7) is responsible for the maintenance of conditions conducive to effective self-regulation of the faculty and cooperation among the faculty.
- (8) ensures that there is proper participation by the faculty in the governance of the College;
- (9) reviews all budget requests submitted by chairs of departments through the deans of the schools.

The provost is concerned with the following areas relevant to instruction and

- (1) reviews the curricula offered in the schools and divisions in conjunction with the deans and faculty to ensure their relevancy;
- (2) provides that media auxiliary to the learning process (libraries, laboratories, multimedia aids, computers and other technologies) are available;
- (3) promotes special academic programs (honors programs, cooperative programs with other institutions, foreign study) that are helpful to a full educational experience;
- (4) authorizes all research conducted on campus. He or she approves all requests to undertake research and requires appropriate reports from all persons conducting programs in research;
- (5) oversees the academic calendar in collaboration with the College Senate.

The provost supervises the work of the deans of the schools, the registrar, and the director of the library.

The provost cooperates with the vice president for student life to provide information needed for the proper guidance of students and to ensure that student activities contribute to the academic excellence of the College.

1.4.2.2 The Deans of the Schools

The primary function of each dean is to promote growth in learning among the students and faculty of his or her school.

1.4.2.2.1 Appointments and Terms

The dean is appointed by the president, upon recommendation of a search committee comprised of faculty, administrators and other deans. The size and precise makeup of the committee will vary, but a majority of the members shall be faculty of the school concerned and represent as many departments and programs as possible. Other constituencies may include administrators and students.

1.4.2.2.2 Duties

As academic leader of his or her school, the dean

- (1) directs the attention of the faculty to changing educational thought and practice, especially those related to current trends in higher education;
- (2) encourages the faculty in curriculum planning and improvement. The dean ensures that departmental recommendations concerning curriculum offerings or revision are in harmony with the particular objectives of each school and with the traditions, policies, and rules of the College; approves all departmental requirements and course changes as recommended by the faculty through the chairs of departments before these requirements or changes are included in the *College Catalog*;
- (3) exercises administrative supervision over the academic programs of all students in the school; directs the efforts of the faculty to develop superior scholarship among the students;
- (4) harmonizes the particular interests of the various departments and faculty within the school and organizes the student body for the smooth functioning of the processes of education; resolves student-faculty difficulties upon appeal from either;
- (5) exercises final authority over the students of the school in regard to judging their intellectual progress, the fulfillment of their curricular requirements, the maintenance of standards of the College; determines the academic status of students, issues warning to students in the form of probations, and dismisses seriously deficient students. In taking academic action, the dean is guided by the policies set forth in the *College Catalog*. When he or she judges that the good performance of an individual student warrants academic action, the dean shall place a student on probation. The dean alone may authorize credit for advanced placement, student overload, exemption from requirements, withdrawal from courses, change of grades and taking courses at other institutions;
- (6) serves as a member of the Administrative Council and the Council of Academic Administrators;

- (7) serves as a member of the Committee on Promotion and Tenure;
- (8) appoints such faculty committees as is deemed necessary for the proper conduct of the School;
- (9) analyzes the needs for faculty in his or her school and sees that the established student-faculty ratio is maintained;
- (10) approves the recommendation of a chair of a department in making a faculty appointment, in assigning rank to a new faculty member and in setting an initial salary before a new faculty appointment is recommended to the provost;
- (11) makes recommendation to the Committee on Promotion and Tenure when a faculty member of his or her school is being considered for promotion in rank or for a tenured position;
- (12) reviews with the chair of department all departmental budget requests to ensure adequate support for the academic work of each department; he or she also makes recommendations to the provost concerning faculty salaries;
- (13) enforces the attendance policies of the College; adjudicates cases of academic dishonesty in keeping with College regulations;
- (14) submits an annual report to the provost of the College concerning the academic affairs of the school.
- (15) ensures that new department chairs are advised about their responsibility in conducting the pre-tenure review for faculty in the probationary period, and receives that report of that review when complete.

In relations with offices of the College:

- (1) each dean shall receive from the registrar all statistical information needed for the proper conduct of the dean's office;
- (2) each dean shall receive a prompt and complete report on the students approved by the assistant vice president for enrollment management and financial aid. The dean shall approve the amount of credit to be accepted for a student seeking admission to advanced standing;
- (3) each dean shall be informed by the vice president for student life and/or the dean of students concerning disciplinary action taken against any student or group within the school;
- (4) the dean shall meet regularly with individual chairs of departments; he or she shall receive minutes of departmental meetings and shall receive from the provost a copy of the report submitted by the chair of the department to the president of the College. For the development of complete understanding and the harmonious progress of his or her school, the dean may initiate meetings of

the departmental chairs in his or her school and/or the entire instructional staff of his or her school; he or she shall attend as many meetings of departments as is feasible;

(5) the dean shall cooperate closely with the provost in all matters that refer to other schools and divisions of the College and to other offices of the College;

(6) the dean shall cooperate with the Guidance and Counseling Center; he or she shall refer students to the Center for special help, shall receive recommendations concerning particular students, and shall receive results of standard testing programs.

1.4.2.2.3 Evaluation

As determined by the Council for Faculty Affairs, the faculty of each school shall periodically have an opportunity to evaluate their dean and to convey their opinions and related facts to the provost (including, but, not limited to, their opinions as to whether the dean should continue in office).

As determined by the Council for Faculty Affairs, the faculty of the College shall periodically have an opportunity to evaluate the provost and to convey their opinions and related facts to the President (including, but, not limited to, their opinions as to whether the provost should continue in office).

As determined by the Council for Faculty Affairs, the faculty of the College shall periodically have an opportunity to evaluate the President and to convey their opinions and related facts to the President (including, but, not limited to, their opinions as to whether the President should continue in office).

1.4.2.3 Division Heads

Division heads are appointed by the president.

1.4.2.4. Chairs of Departments

The chair of a department is the administrative head (under the dean) of all the academic activities of a department. The chair has the immediate and most vital control over the real work of the College-its academic functioning. The chair has a special obligation to build a department strong in teaching capacity and in scholarship. As the administrative head of a department, the chair fills the roles of academic leader of the departmental faculty, custodian of good teaching, and planner for the growth and development of a department.

1.4.2.4.1. Appointments and Terms

The chair of a department is appointed by the president for a four-year term and may be reappointed

for a second term.

The process of selecting a chair is initiated by a consultation between the dean and each full-time teaching faculty member of a department who has had this status for no less than one academic year. The purpose of these consultations is to determine faculty recommendations for the department chair. In the event that these consultations indicate the advisability of seeking a chair other than a member of the department, the dean and the departmental faculty shall determine the process for seeking such a person.

Upon the completion of the consultations, the dean presides at a meeting of the department and presents a nominee for chair. At this meeting, the full-time teaching faculty shall ratify by a simple majority the dean's nominee in a secret ballot. If the voting members do not ratify the dean's nominee, the name shall be withdrawn and the dean shall present another nominee for ratification. The dean shall submit the name of the ratified nominee to the president for action. If the president vetoes the ratified nominee, the department faculty shall be informed of the president's reasons for the veto, and a new nominee shall be proposed and ratified in the manner already delineated.

The selection of a department chair is conducted in the fall semester of the last year of the term of the incumbent chair.

1.4.2.4.2 Duties of the Chair

A. As academic leader of a department:

(1) the chair is responsible for overseeing the development of curriculum within the department. The chair approves the credentials and recommends the appointment of full-time and part-time faculty to teach any and all for-credit courses offered by the College. With the department members, the chair designs, devises, and updates the course offerings and keeps current the departmental requirements for the major. In the development of programs offered in the department, the chair constantly strives to improve the performance of students and faculty. He or she supervises and assists faculty in adding to library holdings, in the use of audio-visual aids and instructional materials that enhance teaching effectiveness;

(2) the chair is responsible for coordinating the nominating process of new faculty for the department. Before recruiting new faculty, he or she shall consult with the dean to determine whether a full-time or a part-time appointment shall be made; to ascertain the rank that may be offered to a candidate and the concomitant established range within which the chair may negotiate salary with a candidate. After the chair and/or a search committee has initially screened the applicants for the position and selected those who are judged to be the best qualified, the chair and/or the search committee shall consult with the departmental faculty and, if possible, arrange for the faculty to meet with the candidates. New full-time members shall normally be hired only after a formal vote of approval, preferably at a meeting of at least the tenured members of the department. This procedure applies equally to part-time faculty already at the College when they move from part-time to full-time status. The chair is careful to collect all documents required by this **HANDBOOK** for initial

appointments of faculty. He or she is responsible for the proper registration of new faculty and for giving them adequate orientation to the College, complete information concerning contractual obligations, and acquainting them regarding the College policies on promotion and tenure. He or she must ensure that a copy of the **FACULTY HANDBOOK** is available to each new faculty member; (See also Section 2.3)

(3) the chair has the responsibility for recommending the reappointment of probationary faculty; for recommending departmental faculty members for promotion in rank; for recommending the conferral of tenure. He or she notifies a faculty member, in writing, if the latter's appointment is to be terminated. He or she adheres to all procedures required for the application by members of his or her department for promotion and/or tenure as stated in the section of this **HANDBOOK** on promotion and tenure;

(4) to enable him or her to fulfill his or her duties in matters of reappointment, promotion and conferral of tenure, the chair conducts a program of faculty evaluation. This shall be done in the following ways: studying the course outlines prepared by departmental faculty for all courses; examining the grade sheets of departmental faculty over a period of five years; reviewing the examinations given in each course or examining projects conducted in courses; studying the results of teacher evaluations submitted by students over a period of years; compiling a record file of the research activities, publications and/or professional activities of faculty and progress in doctoral studies. The chair shall arrange classroom observation for the purpose of assisting, evaluating, and improving classroom performance, especially for new faculty. In addition, at the end of the faculty member's third year at Manhattan, the chair shall provide the faculty member in writing with a complete evaluation and estimation of his or her chances of attaining tenure. For pre-tenure review, tenure and promotion forms A and B shall be completed;

(5) The chair frequently consults with the members of his or her department. He or she ensures that all tenured departmental faculty members are consulted in matters of promotion and conferral of tenure. He or she shall consult with the tenured members of the department in matters of appointment and reappointment. He or she shall act as chair of any departmental review of candidates for promotion and tenure;

(6) the chair of a department is obliged to conduct regular meetings of the department at least three times each semester. He or she shall encourage full and frank discussions at all times and emphasize that the College is the major vocational interest of each, that each member really belongs, and that the views of each are welcome;

(7) the chair of a department willingly hears and examines any grievances of the faculty of the department. He or she is expected to make serious efforts to bring about an amicable settlement of these grievances and to adjust grievances falling within his or her responsibilities;

(8) the chair of a department must approve all outside teaching and/or other professional employment of members of his or her department. He or she shall refuse to do so if such activities are, in his or her judgment, excessive or if they interfere with the proper performance of faculty duties. He or she shall carefully observe directives of this **HANDBOOK** regarding teaching at other

institutions **as outlined in Section 2.12.1.15.**

B. As custodian of good teaching:

- (1) the chair is responsible for the overall quality of teaching within the department;
- (2) the chair makes all teaching assignments in the department after consultation with members of the department. Rank and seniority in rank shall be among the important criteria considered by the chair before making any assignment. In making these assignments, he or she must be mindful of factors relating to normal teaching load listed elsewhere in this **HANDBOOK**. As far as possible, the chair is mindful of the academic specialties of the departmental faculty members when making assignments;
- (3) the chair is obliged to assign schedules to the faculty of the department as efficiently and economically as possible without diluting the quality of the instruction given. The chair shall inform a faculty member by June 15 if he or she is to be assigned a new course for the following September. The chair shall inform each faculty member of his or her complete teaching schedule as soon as possible after the completion of the College schedule;
- (4) the chair is responsible for seeing that topics required for a course are included in its presentation. For this reason, he or she requires the departmental faculty to prepare course outlines for each course and to inform students of all course requirements. When there are multiple sections of the same course, the chair shall strive to ensure that all teachers follow the same general syllabus for the course as described in the *College Catalog*;
- (5) the chair, in conjunction with the departmental faculty and the dean, is responsible for determining the requirements for the departmental major;
- (6) the chair coordinates the selection of textbooks to be used, especially when there are multiple sections of the same course. The chair is responsible for seeing that the bookstore is informed of the department's needs for textbooks;
- (7) the chair of a department is the chief guidance officer of the majors in a department. He or she sees that each student is well advised on the courses most suitable to his or her academic and professional interests and directs students to broader education as an antidote to over-specialization;
- (8) the chair is responsible for promoting scholarship among the students, for encouraging them to qualify for admission to honor societies as well as for scholarships, grants, and other awards, and for continuing development leading to graduate work;
- (9) the chair of a department, conscious of his or her duty to encourage the discovery as well as the transmission of knowledge, shall encourage research and publication among the members of the department. Research is encouraged with the conviction that, normally, the better the scholar, the better the teacher. He or she shall keep informed of the activities of the departmental faculty in research, advanced studies and professional activities;

(10) the chair shall encourage and initiate innovation and experimentation in teaching methods, courses, and programs offered in the department.

C. As planner for the growth and development of the department:

(1) the chair carefully analyzes the needs of the department in terms of the number of faculty members required for the department. In conjunction with the dean of the school, he or she examines the need for any additional tenured members and justifies the addition of tenured positions;

(2) the chair administers the approved budget efficiently. He or she prepares the annual budget for the department and must justify requested increases for the operation of the department. He or she explains carefully and thoroughly in writing any requests for capital expenditures for the department;

(3) the chair is responsible for maintaining an inventory of equipment assigned for use by his or her department;

(4) the chair authorizes the use of funds allocated for the department in the library budget to ensure that library holdings are current, comprehensive and available;

(5) the chair carefully studies the departmental course offerings listed in the catalog. He or she deletes those courses that have not been offered within a three-year period. He or she plans the departmental course offerings in such a way that major elective courses may be offered in alternate years. When possible, departmental offerings shall be coordinated with those given at the College of Mount Saint Vincent to avoid duplication;

(6) the chair prepares an annual report for the president of the College and submits one copy to the provost and one copy to the dean of the school to whom the department reports.

1.4.2.5 Program Directors

The director of a program is the administrative head (under the dean) of all the academic activities of that program. The program director has the immediate and most vital control over the real work of the program's academic functioning. The program director has a special obligation to build a program strong in teaching. As the administrative head of a program, the director fills the roles of academic leader of the program faculty, custodian of good teaching, and planner for the growth and development of the program.

1.4.2.6 Reporting Procedures

The chairs of departments that offer undergraduate courses in only one school or division are responsible to the dean of that school. When a department operates in more than one school or division, the departmental chair is responsible, especially in curriculum matters, to the deans.

The following departmental chairs report to the dean of the school of arts: English; fine arts; government; history; modern foreign languages; philosophy; psychology; religious studies; and sociology. The following program directors also report to the dean of arts: international studies; peace studies; and urban studies.

The following departmental chairs report to the dean of the school of science: biology; chemistry; computer science, mathematics, and physics.

The following departmental chairs report to the dean of the school of engineering: chemical engineering; civil and environmental engineering; electrical and computer engineering; and mechanical engineering.

The following departmental chairs report to the dean of the school of business: accounting; computer information systems; economics and finance; management and marketing.

The following departmental chairs report to the dean of the school of education: education; human performance; physical education; and radiological and health sciences.

In those departments that offer graduate instruction, the chair of the department or the director of the graduate program is responsible to the appropriate dean.

1.4.2.7 The Director of the Library

The director of the library is responsible for the organization, operation, and development of all libraries of the College in a manner consistent with the purposes and objectives of the College. He or she shall ensure the fact that all necessary library services are available to faculty and students. He or she is responsible for developing library policies for the long range development of library collections, staff and services. He or she shall recommend the appointment of professional librarians in accordance with the procedures prescribed for chairs of departments in recommending the initial appointment of faculty members.

The director of the library shall consult with the deans of the schools and the chairs of departments in order to provide for the requirements of each segment of the College. He or she shall attend all general faculty meetings, and be available to attend departmental meetings as circumstances warrant. He or she shall take care to advise the provost, the deans of the schools, the chairs of the departments, and faculty members on means to improve the integration of the library with programs of instruction. He or she shall inform the faculty of new acquisitions.

The director of the library shall make an annual report of the work of the library to the president. He or she shall send two copies of this report to the provost for transmission to the president. He or she shall prepare the annual budget request and consult with the provost before submitting it to the vice president for finance. He or she shall administer the approved budget of the library.

The director of the library reports directly to the provost.

1.4.2.8 Registrar

The registrar has overall supervision of the registration of students, the maintenance of student records, and the scheduling of classes and examinations. He or she shall appropriately monitor the input of term grades from all faculty members and appraise deans and chairs of those grades not submitted. He or she shall receive the complete records of all students who are admitted to the College. He or she shall oversee all services required for the registration of students and for the production and dissemination of student grade reports from the computer center. The registrar is specifically charged with the following duties:

- (1) to organize the registration of all students;
- (2) to coordinate time schedules for the conduct of classes; to assign all rooms for classes;
- (3) to assign all students to sections;
- (4) to effect all necessary changes and adjustments in student schedules;
- (5) to schedule final examinations;
- (6) to provide the deans with student-related data needed to enhance the efficient conduct of their units;
- (7) to provide student and academic related information for faculty, students, and the general public concerning the daily operations of Manhattan College;
- (8) to compile and issue statistical reports on student enrollment;
- (9) to assemble and edit information needed for the *College Catalog*;
- (10) to supply information concerning students to the vice presidents, academic deans, dean of students, and chairs of departments that each of these needs to function efficiently and smoothly within the College;
- (11) to make available online each student's midterm grades and, at the end of every term, final grades;
- (12) to support the commencement effort.

The registrar is directly responsible to the provost.

Associate Registrar

Under the supervision of the registrar, the associate registrar is responsible for the following:

- (1) to compile and maintain the official scholastic record of each student;
- (2) to compile transcripts of student records;
- (3) to receive the official graduation lists from the deans' offices, order diplomas and confer degrees;
- (4) to coordinate between offices the flow of graduation information for both the undergraduate and graduate commencements;
- (5) to receive from the deans' offices the Epsilon Sigma Pi lists and organize the keys and certificates;
- (6) to receive from the deans, chairs and program directors the names of medal winners;
- (7) to provide information to those who are duly authorized to request information on currently enrolled students or graduates.

The associate registrar reports directly to the registrar.

The Scheduling Officer

Under the supervision of the associate registrar, the scheduling officer is responsible for the following:

- (1) coordinate time schedules for the conduct of classes and the assignment of all rooms for classes;
- (2) to effect necessary changes and adjustments in student schedules;
- (3) when necessary, to assign sections for student schedules;
- (4) schedule final examinations.

The scheduling officer reports directly to the associate registrar.

The Report Coordinator

The report coordinator generates ad hoc reports from the student information system for other offices of the College.

1.4.2.9 Other Academic Affairs Officers

The Director of the Academic Support Services and HEOP

The director of academic support services and HEOP supervises and oversees the higher education opportunity program for disadvantaged students (HEOP).

Assistant Provost for Faculty Research, Computing Policy & Planning

The assistant provost for faculty research, computing policy & planning position as presently structured includes two distinct roles: sponsored projects administrator (director of research), and senior administrator for computing and information services, policy and planning. The primary function of the sponsored projects is to promote, support and administer institutional, departmental and faculty training, curriculum and laboratory development, equipment, facilities, research and development and grants, contracts, and cooperative agreements from public sector agencies. The primary function of the computing and information systems function is to support all aspects of the institutional mission through planning and policy development and to coordinate the strategic planning activities of the Computer Governance Committee.

The assistant provost for faculty research, computing policy & planning reports to the provost.

Director of the Computer Center

The director of the computer center is responsible for the overall data processing function and for the operation of the center. He or she is charged with developing a time-sharing schedule for the center; for processing all academic and administrative applications; for the procedural development and implementation of all electronic data processing systems; for providing technical guidance and assistance to all users of the data processing equipment.

The director of the computer center is expected to cooperate closely with all offices and persons seeking the services of the center. The production of academic records and necessary information concerning students shall have high priority in the computer center. The director of the computer center is directly responsible to the assistant provost for faculty research, computing policy & planning.

1.4.3 Chief Student Affairs Officer

Vice President for Student Life

The vice president for student life is responsible for the management of the student life division of the College and has the responsibility for ensuring the mission of the College and the mission of the division are understood and supported by the various components of the division. The vice president for student life has complete budgetary authority and accountability for all operating and capital budgets within the student life division and oversees the areas of admissions/financial aid, athletics,

campus ministry and social action, career services, counseling center, dean of students, food services, health services, residence life, student activities and security. The vice president for student life reports directly to the president of the College.

1.4.3.1 Vice President for Enrollment Management and Financial Aid

The vice president is responsible for the recruitment, utilization of financial aid, retention, and overall enrollment planning efforts for the College's undergraduate and graduate programs. The vice president plans the use of institutional financial aid and implements institutional enrollment marketing activities. The vice president for enrollment management reports to the President.

1.4.3.2 Director of Counseling

Director of Counseling and Health Services

The director of counseling and health services directs the operations of the counseling center. He or she provides psychological counseling to students and staff as well as clinically and administratively supervising departmental counselors. He or she provides a referral service for students to external medical/psychological services and is responsible for reviewing medical leaves of absence for students. The director of counseling also coordinates programming for students and serves on multiple student life committees. He or she also supervises the health services office which provides medical services to students, staff and faculty. The director of counseling and health service reports to the vice president for student life

Health Services Personnel

Health Services staff provides medical care for common minor health problems, including: acute illnesses; injuries; blood pressure checks; vision screening; asthma treatments; suture removal and a variety of other health-related services. Such services are available to all employees. Medical services provided by our nurse practitioner and physician are at no charge. If staff members require outside services, such as laboratory analysis, x-rays, etc., they will be responsible for payment to that provider of services. Health services does not replace the services of the employee's primary care physician, but complements them by providing a convenient additional layer of care when health-related concerns occur during the work day.

The College physician shall be available at least two afternoons per week. The office schedule may change slightly from one semester to the next. Faculty members wishing to be seen by our medical staff are encouraged to call ahead, although walk-ins are accepted.

Medical Emergencies: whenever a medical emergency arises, campus security (718-862-7333) should be contacted immediately. Campus security responds to emergency calls 24 hours a day, notifying health services or New York City Emergency Medical Services as appropriate. While every effort will be made to notify next of kin in case of serious illness or accidents requiring emergency treatment, it

is understood and agreed that even without such notification those concerned give their permission and consent to the College to take such measures as may be deemed necessary. Medical care is always available at the Allen Pavilion Emergency Room (Broadway and 217th Street), which is part of the Columbia/New York Presbyterian Hospital system.

Counseling Center

The counseling center staff provides services to students and employees. Members of the College community may avail themselves of individual counseling, which is generally of a short term nature, or may participate in group programs offered throughout the year. Educational workshops and materials, as well as referrals to community resources are also available. Those who utilize the services of the center present a wide variety of problems and concerns, such as resolving conflicts, improving relationships, reducing stress, coping with feelings of anxiety or depression, and concerns about alcohol or other substance abuse. In addition, center staff provides consultation services by phone or in office to those individuals who have questions or concerns about how to help others (e.g. friend, family member and student).

All services of the counseling center are confidential. Records maintained in the counseling center are separate from the college academic records. All staff members of the counseling center adhere to professional and ethical standards regarding confidentiality. The limits of confidentiality are discussed with each client at the first session.

1.4.3.3 Director of Career Services

Director of Career Services

The director of career services directs the operations of career services and cooperative education. He or she is responsible for: supervising the operation of job placement, career counseling and internships for undergraduate and graduate students; overseeing all training and services provided to students, i.e. interviewing workshops and resume writing clinics; marketing the College to prospective employers to obtain employment opportunities and internships for students. The director of career services provides career services for alumni and works with alumni to encourage mentoring and job opportunities for students. He or she directs the mentor program and serves on various college-wide committees. The director of career services reports to the vice president for student life.

1.4.3.4 Director of Residence Halls

Director of Residence

The director of residence is immediately responsible: for assigning students to rooms in the College residence halls; for supervising the operation of these residence halls; for providing programs that enrich the academic, social, and cultural life of resident students; for enforcing the regulations for resident students. As the immediate supervisor for all resident directors and student residence

assistants, he or she is charged with seeing that regulations of residence halls are uniformly followed. He or she is a member of the Resident Student Judiciary Committee. The director of residence reports to the vice president for student life on policies related to the conduct, operation, and programs of residence facilities. He or she is responsible to the vice president for finance for all financial matters related to the maintenance and operation of residences.

1.4.3.5 Dean of Students

The dean of students has immediate supervision: over the maintenance of discipline in all areas of the College other than academic matters; over the organization and conduct of student activities; over the operation of Thomas Hall, the campus student center. He or she is empowered to handle all disciplinary matters referred to him or her. Faculty members should report all serious and all repeated minor infractions of college regulations to him or her for suitable action. The dean of students is directly responsible to the vice president for student life and is required to cooperate closely with the academic deans and the director of residence.

The specific duties of the dean of students are the following:

- (1) to handle all disciplinary matters referred to him or her; serious infractions come under the jurisdiction of the Judiciary Committee on Student Affairs of which the dean of students is chair. In extreme cases, the dean of students may suspend a student, pending the holding of a hearing to examine the allegations against the student;
- (2) to publish the Student Handbook, which contains directives concerning appropriate conduct as well as an account of procedures for student activities;
- (3) to maintain close liaison with the officers of student government. The dean of students is responsible for interpreting established College policies to the student government;
- (4) to appoint all moderators of student activities; in making these appointments he or she shall consult with appropriate academic administrators lest the appointment conflict with other duties;
- (5) to ensure that each moderator fills his or her role responsibly, especially in regard to expenditures of funds by student organizations;
- (6) to receive an annual report from moderators of all student activities;
- (7) to adjudicate the eligibility of all students who actively participate in student activities, he or she shall receive all information needed to decide eligibility from the registrar; he or she shall consult with academic deans in doubtful cases;
- (8) to arrange for and publish weekly a calendar of events taking place on campus;
- (9) to submit an annual report concerning the areas that he or she supervises to the president and

the vice president for student life;

(10) to supervise administration of the freshman orientation program;

(11) to supervise the student identification system.

1.4.3.6 The Director of Campus Ministry and Social Action

The director of campus ministry and social action directs the operations of religious and spiritual programming for the students; advises students and supervising staff; he or she provides supervision of programs that promote volunteering in the local community and globally; plans, implements and directs internal fundraising activities; serves on various student life committees. The director of campus ministry and social action reports to the vice president for student life.

Chaplain

The chaplain is responsible for the conduct of religious services on campus, officiates at religious functions for the College, and acts as the principal spiritual advisor to students. The chaplain is responsible to the director of campus ministry.

1.4.3.7 Director of Athletics

The director of athletics has immediate responsibility for the scheduling and conduct of all inter-collegiate athletic programs; he or she supervises the program of intramural athletics. His or her responsibilities require that: he or she conduct all correspondence concerning these programs; supervise the purchase of equipment in keeping with the approved budget; arrange accommodations for teams when they play away from home; keep informed concerning the academic status of team athletes. He or she is responsible for all financial transactions connected with all the athletic programs sponsored by the College. The director of athletics is a member of the Faculty Committee on Athletics; he or she reports to the vice president for student life.

1.4.3.8 Director of Security

The primary function of this department is the protection of life and property of Manhattan College. The director of security is responsible for the following: the employing, training, supervision of the security officers establishing traffic regulations; issuing the parking decals, and controlling the parking area; emergency medical attention; liaison with the New York City Police Department and other governmental agencies; maintaining necessary records for these foregoing responsibilities. The director of security is responsible to the vice president for student life.

1.4.4 Chief Fiscal (Administrative) Officer

The Vice President for Finance

The vice president for finance functions as the Chief Financial Officer of the College and Treasurer of the Corporation. He or she is responsible for all the College financial and administrative activities. He or she plans, organizes and directs financial services including the development, interpretation, coordination and administration of Manhattan College's finances, accounting, financial information systems, insurance, internal and external auditing, investing, litigation, purchasing, real estate, and risk management. The vice president for finance oversees the business manager's office, controller's office, student financial services, mailroom, print shop and telecommunications. The vice president for finance reports to the president.

The treasurer is responsible to the Board of Trustees for the financial condition of the College and is charged with the following obligations:

- (1) to report to the board on the financial status of the College; to report to the finance committee, to the audit committee, and to the investment committee of the board quarterly, or more often if so requested by any of the committees;
- (2) to submit at the stated meeting of the Board of Trustees in June of each year a budget for the board's approval;
- (3) to conduct the financial administration of the College in keeping with the approved budget.

1.4.4.1 Controller

The Controller

The controller directs the financial operations for the college. He or she oversees the operational areas of accounting, payroll, accounts payable, accounts receivable, student payroll, budget operations, grant allocations, internal auditing, and financial information systems. He or she supervises staff as well as consulting with the department of student financial services on the management of federal financial aid funds. The controller coordinates and conducts training on departmental budgets, and also serves on various campus wide committees. The controller reports to the vice president of finance.

Director of Student Financial Services

The director of student financial services is responsible for the collection, receipt, custody, recording, and depositing of all funds received by the College, including those funds for which the College acts as a custodian. The director of student financial services reports to the vice president for finance.

Business Manager

The business manager is responsible for making all purchases for the College. In this capacity he or

she is ready to advise all members of the faculty or to seek out information concerning the sources of supplies or equipment where financial saving is realized. The business manager is also charged with supervising the operations of mail service, central supply, receiving, the print shop, copy center, and the telephone service. The business manager reports to the vice president for finance.

1.4.5 Vice President for Human Resources

The vice president for human resources is responsible for the overall administration of human resources and labor relations for the College. He or she oversees human resources operations in the areas of employment, employee relations, labor relations, wages and salary, affirmative action and compliance, retirement and pension, training and development, job performance and evaluation (administrative and staff). He or she is responsible for College personnel budget. The vice president for human resources is the secretary of the Board of Trustees. The vice president for human resources reports to the president.

Director of Human Resources

The director of human resources directs the operations of the human resources department. He or she oversees the administration of institutional personnel policies and practices for staff and administration. The responsibilities of the director of human resources include compliance, affirmative action, employment, training and development, employee orientation, wages and salary, employee and labor relations. He or she serves on various campus-wide committees. The director of human resources reports to the vice president for human resources.

1.4.6 Vice President for Facilities Management

The vice president for facilities management is responsible for the overall operation, maintenance, repair, improvement and construction of the College's buildings, grounds, utility infrastructure and related facilities. The vice president of facilities management's office works through the physical plant department, outside contractors, outside professionals including architects, engineers, and other consultants to achieve a campus environment that promotes a safe, appealing and comfortable living and learning community.

New building construction and building renovation projects are designed and managed in the vice president's office, utilizing internal and external professional resources. These same resources are made available to all College departments for minor alteration design, specialized equipment purchases and installations, and for other problem-solving. The vice president for facilities management is responsible for providing leadership and vision in the area of planning, managing and operating the College's facilities. Additionally, he or she provides technical expertise for all aspects of facilities engineering and facilities project design and project management and oversees the department of physical plant. The vice president for facilities reports to the president.

Director of Physical Plant

The daily operation and maintenance of the College's facilities is the responsibility of the director of physical plant. A staff of carpenters, electricians, locksmiths, plumbers, painters, groundskeepers and other trades is supervised by the director and his or her assistants. In addition to scheduled maintenance activities, the physical plant department responds to and encourages repair requests based on observations made by individual faculty, staff and students. Communication with physical plant can be done by phone, e-mail, and memo, or in academic areas through verbal comments to a departmental secretary. Only key requests require written communication. Budget resources are allocated to the physical plant department by the vice president of facilities to properly maintain and make minor improvements in common areas such as classrooms, as well as in departmental and individual offices and labs.

1.4.7 Chief Development (Advancement) Officer

Vice President for College Advancement

The vice president for College advancement is charged with the areas of alumni relations, anniversary class gifts, annual giving, capital campaigns, college relations, corporate relations and foundations, and estate planning. Within these parameters, the vice president is responsible for meeting the College's unrestricted and restricted gift income goals, providing a broad-based alumni activities program, and maintaining the College's public profile through media relations and individual contracts. The vice president for college advancement reports to the president.

Director of Development

The director of development is a key manager in an overall advancement effort, and has responsibility for planning and implementing a comprehensive fund-raising program. He or she coordinates activities that focus on gift acquisition, accounting, and donor relations/stewardship. The director of development supervises the director of annual and anniversary giving, the director of principal gifts, the prospect researcher and the development writer.

Director of Corporation and Foundation Relations

The director of corporation and foundation relations initiates and implements plans for contracting and soliciting the corporate and foundation community through writing and submitting grant proposals and organizing the annual De La Salle Medal Dinner.

Director of Alumni Relations

The director of alumni relations is responsible to organize, promote and deliver a comprehensive program of events and services for graduates of the College, for the purpose of maintaining a

connection between the graduates and the College. He or she is the immediate liaison of the College administration with the Alumni Society, and is charged with the task of keeping alumni/ae informed of developments at the College. The director of alumni relations also serves as a member of the National Alumni Council – the governing board of the Alumni Society.

1.4.5.1 Director of Annual Giving

Director of Planned Giving

The director of planned giving identifies, cultivates, and solicits individuals who would consider incorporating the College within their estate plans.

1.4.5.2 Director of Public Relations, etc.

Director of College Relations

The director of college relations is charged with interpreting and communicating to the public the policies, objectives and character of the College. He or she is responsible: for coordinating the news and public relations efforts of all parts of the College; for supervising the editing and publication of College promotional materials, advertising, and press releases; and for planning and conducting special events of the College.

Assistant Director of Publications

The assistant director of publications oversees the design and production of literature supporting all areas of the College.

Publications Information Officer

The publications information officer represents the College in responding to press inquiries, and initiates press releases and other public information releases dealing with faculty, students and programmatic issues.

1.4.8 Vice President for Mission

The vice president for mission preserves, initiates, and integrates the college-wide process of maintaining and promoting distinctive academic and societal mission of Manhattan College with particular attention to its Catholic and Lasallian identity and culture.

The office also serves as a resource for existing programs that promote the mission and identity of the College in areas such as academic affairs, admissions, advancement, alumni relations, human resources, student life, and for the collaborative development of new programs in these areas.

At the direction of the president, the vice president represents Manhattan College to institutions and constituencies outside the College in matters relating to its mission.

1.5 Organization Chart

An organizational chart delineating lines of responsibility may be found in the Chapter 1 Appendix A.

1.6 Governance Structure

The educational goals of the institution are attained through the best possible interaction of its various constituencies including the input of varying faculty expertise. Additionally, the College provides for the initiation and review of policies and practices by faculty.

1.6.1 General Institutional Governance

1.6.1.1 FACULTY PARTICIPATION IN THE GOVERNMENT OF THE COLLEGE

THE COLLEGE SENATE

An important means of faculty participation in the governance of the College is the College Senate, composed of twenty-seven full-time members of the faculty, thirteen administrators, twenty students and two alumni or alumnae. The Senate is a policy-making body that considers matters of college-wide concern. It has the power to make, repeal, or amend policies on matters set forth in its constitution. Any action of the Senate must be approved by the president of the Board of Trustees before it takes effect. The Senate shall meet at total of at least four times during the fall and spring semesters. (See the Appendix for the Constitution and the bylaws of the Senate.

1.6.1.2 Faculty Body

THE COUNCIL FOR FACULTY AFFAIRS

To ensure that the faculty shall have the opportunity to express its voice and position on matters pertaining to the faculty, the College has a Council for Faculty Affairs. This is the principal means available to the faculty for participation in those matters that are its concern. These matters include, but are not necessarily limited to the following: faculty membership and status; scheduling and work load; procedures for dealing with faculty grievances; procedures for selection of department chairs; considerations concerning allocation of funds and resources earmarked for faculty use; contents of the **FACULTY HANDBOOK**.

The Council for Faculty Affairs consists of nineteen full-time members representing, and elected by,

faculty and librarians in the following groupings:

- (1) Department of Accounting, Law and Computer Information Systems;
- (2) Department of Aerospace Studies, Department of Civil and Environmental Engineering;
- (3) Department of Biology;
- (4) Department of Chemical Engineering;
- (5) Department of Chemistry;
- (6) Department of Economics and Finance;
- (7) Department of Education, Graduate Education
- (8) Department of Electrical and Computer Engineering;
- (9) Department of English;
- (10) Department of Fine Arts, Department of Modern Foreign Languages, Department of Philosophy;
- (11) Department of Government, Department of History;
- (12) Department of Management and Marketing;
- (13) Department of Mathematics;
- (14) Department of Mechanical Engineering;
- (15) Department of Physical Education and Human Performance; Department of Radiological and Health Professions;
- (16) Department of Psychology, Department of Sociology;
- (17) Department of Physics and Computer Science,
- (18) Department of Religious Studies;
- (19) Library.

The Constitution and bylaws for the Council for Faculty Affairs were approved by the president of the College effective beginning with the 1973–74 academic year. The following description of the Council for Faculty Affairs is taken from those documents.

The Council for Faculty Affairs provides a means whereby the faculty participates, through elected representatives, in the governance of the College in those areas that are the proper jurisdiction of the faculty. Its primary responsibility is the development and realization of the basic faculty policies of the College. Ordinarily the Council for Faculty Affairs shall fulfill its responsibility through the functioning of committees; it shall create, disband, or organize standing and ad hoc faculty committees; it shall likewise suggest studies to faculty committees, and receive and act upon reports and recommendations made by the committees. All conclusions of the Council for Faculty Affairs are referred to the president with recommendations for appropriate action. Decisions of the Council for Faculty Affairs become effective upon the approval of the president; they shall also take effect six weeks after they have been submitted to the president, if no disapproval is expressed by him or her. (Constitution and bylaws are found in Chapter II Appendix B.)

In recognition of the commitment of the Chair of the Council, the College will provide the Chair of the Council with either of two options:

- The CFA Chair will receive a stipend of \$5000 each semester, or
- The CFA Chair will receive a one-course release each semester and a \$1500 stipend each semester.

The CFA Chair may choose to accept one of the options to apply for the entire year or may choose different options for different semesters.

1.6.1.3 Faculty Committee Structure

STANDING COMMITTEES OF THE COLLEGE

Purposes: Standing committees of the College are those which are concerned with policies that affect the College as a whole. The standing committees of the College are concerned with the following areas of great importance to the faculty: 1) educational policies; 2) faculty and development; 3) student life.

The specific purposes and functions of the various committees are stated below in connection with the individual committees. In general, these committees undertake research and discussion on matters submitted to them or matters they consider germane to their province. Through the Council for Faculty Affairs, they bring reports and/or recommendations to the administration. The committees may also be requested by members of the administration to offer advice on matters pertinent to their area.

In general, standing committees consist of full-time tenured or tenure-track members of the faculty who have taught at the College for at least one year. The Council for Faculty Affairs elects the faculty members of the committees, with the exception of the faculty members of the Grievance Committee and the Committee on Termination of Services, and the Senate-at-Large. These faculty members shall be elected by the vote of the full-time faculty. Chairs of committees are elected by committee members.

The vice president for student life is a member, ex officio, of the committees on Student Life.

Membership on standing committees is for a specified term. Arrangements are made to allow for the retirement from the committee of at least one or two members each year. Ordinarily, no member should serve more than six consecutive years (two three-year terms) on a committee. A person who has served six consecutive years, may again be eligible after one year.

Each committee holds regularly scheduled meetings; this schedule is determined at the beginning of the semester and published for the membership. Unless otherwise specified (See, for example, 2.6.1 for P&T quorum) or determined by the committee a simple majority of the committee shall constitute a quorum. No proxy votes or absentee ballots shall be permitted. The number of meetings of each committee depends upon the nature of the work of the committee; ordinarily, each committee holds at least two meetings each semester. Membership on standing committees is for a specified term. Arrangements are made to allow for the retirement from the committee of at least one or two members each year.

Minutes for each meeting shall be kept and copies submitted, along with any reports, to the provost and to the Council for Faculty Affairs. Except in the case of executive sessions, minutes and reports

shall be available to interested faculty members.

Annual reports from the committees are made to the president and copies sent to the executive vice president and the Council for Faculty Affairs. The vice president for student life receives copies of annual reports from Committees on Student Life. Reports shall be made according to the form received from the executive vice president.

The Agenda Committee, a subcommittee of the Council for Faculty Affairs, submits nominations of faculty members to the Council for Faculty Affairs for all standing committees for which the **FACULTY HANDBOOK** does not specify another procedure. The duties of this committee are the following:

1. To prepare and send to all full-time faculty a list of vacancies on the standing committees for which they may volunteer according to their preferences.
2. To select nominees from the faculty volunteers according to the following guidelines:
 - a) the nominee should meet the qualifications for that committee as stated in the **FACULTY HANDBOOK**;
 - b) the various schools of the College, departments, etc., should be equitably represented on committees of college-wide concern;
 - c) the interest and expertise of the individual shall be considered in light of the needs of the committee;
 - d) the manner in which a faculty member has previously served on committees and the way in which he or she is presently serving should be examined. If volunteers are lacking for a specific committee, the Agenda Committee shall nominate individuals from the faculty-at-large. In preparing the list of nominees to fill vacancies, the chairs of standing committees, the executive vice president and provost, the vice president for student life, the deans, directors of divisions, and chairs of departments may be consulted regarding personnel in their respective areas. The nominations are then submitted to the Council for Faculty Affairs for approval.

A. FACULTY MEMBERS ON BOARD OF TRUSTEES COMMITTEES

- a) Six faculty members from the CFA are appointed to the Board of Trustee Committees, 1 to each of the following committees:

Committee on Academic Affairs;
Committee on Development;
Committee on Facilities Planning;
Committee on Finance;
Committee on Student Life and Admissions;
Special Committee on Strategic Planning.

B. COMMITTEES ON EDUCATIONAL POLICIES

1. Curriculum Committee for Arts, Science, Engineering, Business, Education

- a) The membership of these committees consists of the deans of the respective areas, five to 15 faculty members (who shall be nominated by the dean), and equal to at least half the number of faculty members.
- b) The duties of these committees are to suggest curriculum designs and changes; to facilitate inter-disciplinary communication; to aid in solving practical problems on request from respective deans.

2. Graduate Council

- a) The membership of this committee consists of the director of the graduate division, the provost or his or her designated representative, the chairs of the departments, and program directors offering graduate programs.
- b) The duties of this committee are similar to those listed under 1. b) above.

3. Committee on Admissions, Scholarships, and Financial Aid

The Committee shall consist of the assistant vice president for enrollment management and financial aid, a representative from the controller's office and five faculty members.

The Committee shall provide for the on-going review of the following:

- a) standards and policies for admission;
- b) the standards and policies used for the awarding of college scholarships for both new and returning students;
- c) financial aid policies as they relate to the distribution of all Federal, State, and institutional aid;
- d) faculty support of admissions office activities and appropriate recommendations to the Council for Faculty Affairs, the provost, and other appropriate bodies.

4. Library Committee

- a) The membership of this committee consists of the director of the library, six faculty members, and one student.
- b) The duties of this committee are to give suggestions for improvement of the libraries; to indicate defects in current library procedures; to give faculty and student reactions to the operations of the library; to make representation to the administration for needed improvements in library facilities; to represent the faculty and students in the apportionment and allocation of book funds

5. Committee on Faculty Research Projects and Grants

- a) The membership of this committee consists of 6 faculty members: one each from the schools of arts, business, education, engineering, and science; one from the library; and the director of grants administration as an ex officio member.
- b) The duties of this committee are to address faculty research concerns, to initiate such programs as shall enhance the scholarly resources of the College and encourage research activities, to maintain a platform for displaying current faculty research/scholarly activities, and to maintain a research resource directory.

C. COMMITTEES ON FACULTY MEMBERSHIP AND DEVELOPMENT

1. Committee on Promotion and Tenure

The committee is to be composed of the provost and the deans of the schools of liberal arts, O'Malley school of business, education and health, engineering, and science, (ex officio, non-voting members) and eleven faculty members appointed by the CFA. (See section 2.6.1) Of the eleven appointed members, seven must be full professors; the remainder may be associate professors or full professors. In either case, the appointed members of the committee are to be tenured themselves and to have held full-time appointment at the College for no less than seven years. It is desirable, when possible, that the schools of arts, science, business, engineering, and education each have at least one appointed representative on the committee at all times. The appointed members of the committee will serve for a three-year term. The chair of the committee will be elected annually by the members of the committee as a whole. The provost will be responsible for the records of the committee.

The duties of the committee are the following:

- a) to advise the president whether the applicants considered by the committee have adequately satisfied the published norms for advancement in rank or for the conferral of tenure, and are recommended for promotion or tenured status by the committee;
- b) to review and study the norms for advancement in rank and for the conferral of tenure; to recommend to the Council for Faculty Affairs changes in these norms and criteria.

All recommendations on promotion and conferral of tenure made by the committee shall be available for inspection by the Board of Trustees, the president, the executive vice president and the provost. Any evidence, testimony, or findings affecting any faculty member or member of the Administration shall not otherwise be made public except upon receipt by the committee of written permission of the applicant and after a 2/3 vote of the committee.

2. Committee on Termination Services

a) The membership of this committee consists of five tenured faculty members, who are not administrators above the level of chair, elected at large from and by the full-time faculty for a term of service of three years.

b) The duty of this committee is to advise the president whether he or she should proceed to hold a hearing for dismissal of a member of the faculty.

3. Committee on Sabbatical Leave

a) The membership of this committee consists of eight faculty members. Four of these members, including the chair, must be tenured, and the remaining four should be tenured when possible. Ideally, at least one faculty member of each School, including the Library, shall be a member of the committee.

b) The duties of this committee are to review applications received from faculty members and to recommend to the president faculty members for sabbatical leave according to norms set forth in the **FACULTY HANDBOOK**.

c) The term is three years.

4. Committee on Summer Grants

a) The membership of this committee consists of five faculty members, one from each school. At least three members of the committee shall be tenured, as must be the chair of the committee.

b) The duties of this committee are to review applications for summer grants received from faculty members and to recommend faculty members to the president for Manhattan College Summer Grants according to norms set forth in the **FACULTY HANDBOOK**.

c) The term is three years.

5. Faculty Welfare Committee

a) The membership of this committee consists of six at-large faculty members and two CFA members.

b) The duties of this committee are to seek means for the improvement of faculty conditions in such matters as salary, work load, fringe benefits, etc.

c) The term is three years.

6. Faculty Grievance Committee

a) This committee shall consist of five tenured faculty members not above the level of chair, elected at large from and by the full-time faculty not above the level of chair, for a term of three years. No

faculty member shall serve on this committee and simultaneously on the Committee on Termination of Services or the Committee on Promotion and Tenure.

b) Jurisdiction: This committee shall hear petitions for redress from any faculty member, whether full or part-time, including athletic coaches and laboratory assistants, who has a grievance in such matters as salaries, assignment of teaching duties, assignment of space or other facilities, propriety of conduct, and procedural irregularities in consideration of promotion or tenure. Excluded from the committee's jurisdiction are grievances related to dismissal proceedings, recommendations on promotion and tenure (as distinct from procedure and due process), and decisions of the president on promotion and tenure.

c) Procedure

1. An aggrieved faculty member may ask the committee for redress through a written petition that shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. The petition shall contain any factual or other data the petitioner deems pertinent in the case. All offices of the College shall give appropriate cooperation to a petitioner's request for his or her own personal data on file.

2. This committee shall:

a. decide whether or not the facts merit a detailed investigation;

b. determine whether the decision appealed against resulted from adequate consideration, but the committee shall not substitute its judgment on the merits of the case for that of the person or body being appealed against;

c. request reconsideration by the person or body appealed against if, in the opinion of the committee, adequate consideration was not given to the faculty member. In such instances, the committee shall indicate the respects in which it finds the consideration was inadequate;

d. seek to bring about a settlement of the issue satisfactory to the parties;

e. report its findings and recommendations to the petitioner, the person or body petitioned against, the Council for Faculty Affairs, and the appropriate administrative officers.

3. Persons or bodies of the College against whom a grievance has been lodged and to whom a report and/or recommendation of the Committee are sent shall consider the report and/or recommendations and return to the Grievance Committee their conclusions.

4. A petitioner who is not satisfied with the action from the Committee is not precluded from bringing his or her case to the appropriate administrative officer(s) or to the Council for Faculty Affairs.

7. Faculty Technology Committee

a) The membership of this committee consists of 11 faculty members, two from each school, and one from the library.

b) The duties of this committee are: to study and make recommendations to the provost and the computer governance committee concerning the initiation, development, and use of technologies including related multimedia; to address concerns of faculty related to media and technology use in the learning and teaching process; to recommend policies related to the education of faculty in the use of technologies; to make recommendations related the process of informing faculty of what services and staff are available.

8. Committee on Faculty Diversity

a) This committee shall consist of six to eight faculty members.

b) The duties of this committee shall be to research and utilize best practices relevant to faculty diversity. This committee will work with the faculty and administration, devise strategies to promote a faculty body that is representative of the student body and inclusive and welcoming of all ethnicities, races, genders, religions, sexual orientations, and any other legally protected classes.

9. Institutional Review Board Committee (IRPC) and the Institutional Review Board (IRB)

a) IRBC: The membership of the Institutional Review Board Committee (IRBC) consists of an administrative appointee of the Provost and eleven faculty members, including two faculty members each from the Schools of Liberal Arts, the O'Malley School of Business, Science, Engineering and Education and Health. The eleventh faculty member will be a librarian. The IRBC will consists of a diverse representation of individuals and expertise. The IRBC members should complete the CITI online IRB training arranged by the Director of Grants Administration. The Vice-Chair serves as Chair when the Chair is not available or has a conflict of interest.

b) IRB: Members of the IRBC will be called upon to serve as members of IRB review panels in order to meet the requirements of Government Federal Code. Each full review must include at least five members from the IRBC with varying backgrounds, all of whom have completed the appropriate online training program. The IRB should not consist entirely of members of one profession. The IRB shall be sufficiently qualified through the experience and expertise of its members, and the diversity of the members, including consideration of race, gender, and cultural backgrounds and sensitivity to such issues as community attitudes, to promote respect for its advice and counsel in safeguarding the rights and welfare of human subjects. The IRB must be able to ascertain the acceptability of proposed research in terms of institutional commitments and regulations, applicable law, and standards of professional conduct and practice. The IRB shall include persons knowledgeable in these areas. There should be at least one member whose primary concerns are in the nonscientific areas. There will be an outside member included who is not otherwise affiliated with the institution. The Office of the Associate Provost and the Office of Grants Administration can assist in identifying an outside person.

c) IRB Procedure:

- i. The IRB must be contacted prior to submitting any research proposal or conducting research involving human subjects (including surveys and educational activities related to student coursework) to determine whether the project is either exempt from review or is subject to expedited or full review by an IRB. The Chair of the IRB will determine the review category for IRB submissions, and will work with the administrative appointee of the Provost to process submissions and exemptions. The Secretary of the IRB will be responsible for minutes, attendance, and recording the decisions of the IRB. The administrative appointee of the Provost will be responsible for administrative and regulatory support, including organizing, monitoring, and managing the IRB submission process, email, and website. Together with the Chair and Secretary, the appointee of the Provost will be responsible for notification of applicants. The Vice-Chair serves as Chair in the roles above when the Chair is not available or there is a conflict of interest.
 - ii. The IRB will meet twice a semester to review proposals deemed by the Chair to be subject to full review, and to review all proposals that received expedited or exempt status that have been processes since the last convened meeting. The IRB has the authority to approve, require modifications in proposals to secure approval, or to disapprove human subjects research. The IRB decisions will be sent back to the applicant(s) via the administrative appointee of the Provost. If there are concerns and recommendations to be addressed, the applicant(s) must address these in writing to the IRB. No research is conducted until there has been IRB approval.
- d) The term is three years.
 - e) All of the above provisions are pursuant to and subject to federal regulations and College policy.¹

D. Committees on Student Life

Ordinarily these committees report to the vice president for student life, who may recommend to them matters to be considered by them. Faculty members shall be recommended to the CFA for appointment to serve on these committees by the Agenda Committee of the Council for Faculty Affairs after consultation with the vice president for student life.

1. Judiciary Committee on Student Affairs

- a) The membership of this committee consists of the dean of students, 15-20 faculty members, and three students.
- b) The duties of this committee are to review cases of discipline brought to them and to make recommendations concerning fitting penalties for those students who are judged by the Committee to be guilty of some infraction of campus regulations.
- c) The term is three years.

¹ CFA resolution effective July 1, 2019.

2. Council on Campus Ministry

- a) The membership of this council consists of the director of campus ministry and social action, the College chaplain, six faculty members, and six students.
- b) The duties of this council shall be to examine into the means whereby religious values may be suitably fostered on campus.

3. Committee on Athletics

- a) The membership of this committee consists of the dean of students, the dean of admissions, the director of athletics, six faculty members, two students, and two alumni or alumnae. Each faculty member shall be appointed for a three-year term. Two new faculty members shall be appointed each year to replace the faculty members who have completed their terms.
- b) The duties of this committee are: to coordinate intercollegiate athletics; to sponsor intercollegiate varsity and freshman teams; to determine the relations between the College and such intercollegiate groups as NCAA, AAU, ECAC, etc., to determine the allocation of available funds for aid to student athletes; to foster intramural athletic programs; if necessary, to adjudicate disciplinary problems related to athletic programs or to regulations of intercollegiate athletic groups.

4. Publications Committee

- a) This committee consists of the dean of students, three faculty members, one of whom is the Faculty Advisor to the Manhattan College Quadrangle², one member of the alumni or alumnae or publication staff of the College, and two students.
- b) The duties of this committee are to attend meetings of the Editorial Board of the campus publications, and to counsel on ethics and responsibility. The chair of the Publications Committee also reviews the annual budget request before it is submitted to the Budget Committee of the Student Government and may require written accounts of expenditures. The Publications Committee has no veto power over the contents of publications.
- c) The term is three years.

5. Advisory Committee to the Dean of Students

- a) The membership of this committee consists of the Dean of Students and a faculty representative from each of the five schools named by the Council for Faculty Affairs. The Committee shall elect a chair.
- b) The duties of this committee is to review outcomes of cases as permitted by FERPA and other

² CFA Resolution Effective June 28, 2021

statutes brought to the Dean of Students, raise issues affecting students on campus, and offer recommendations. The goal is to improve the overall quality of life for students and bridge the academic and student life experiences. In addition, this committee will make recommendations for faculty development regarding student life, prevention strategies regarding College policies or other related matters.

c) The term is three years.³

D. REPORTING PROCEDURES

1. Senate Commissions (See Appendix C)

A. Policy changes proposed by the following committees shall be reported to the Council for Faculty Affairs:

1. Promotion and Tenure;
2. Termination of Services;
3. Sabbatical Leave;
4. Faculty Welfare;
5. Faculty Research Projects and Grants;
6. Summer Grants;
7. Faculty Grievance;
8. Faculty Technology.

In turn, the Council for Faculty Affairs will consider these proposed policy changes and, if they are approved, submit them to the president for his or her final approval.

B. Policy changes proposed by the following committees shall be submitted to the Senate Committee on Educational Policies, Projects, and Facilities:

1. Committee on Admissions;
2. Library Committee;
3. Scheduling and Programming;
4. Pre-Law Advisory Committee;
5. Health Professions Advisory Committee.

The Senate Committee will study the proposed policy changes and send its conclusions to the Senate in keeping with the established procedure for action by the Senate.

C. Policy changes proposed by the following committees shall be submitted to the Vice President for Student Life:

³ CFA resolution effective March 2018

1. Athletics;
2. Publications Board.

D. The following committees shall submit their recommendations through the Provost for presidential approval:

1. Promotion and Tenure;
2. Sabbatical Leave;
3. Summer Grants.

E. The following committees shall submit their recommendations concerning the implementation of College policy to the Provost:

1. Faculty Welfare;
2. Library;
3. Research Projects and Grants;
4. Scheduling and Programming;
5. Prelegal Advisory Committee;
6. Premedical Advisory Committee;
7. Faculty Technology Committee.

F. The following committees shall submit their recommendations concerning the implementation of College policy to the Vice President for Student Life:

1. Admissions;
2. Financial Aid and Scholarships;
3. Judiciary;
4. Resident Students Judiciary;
5. Campus Ministry;
6. Athletic;
7. Publications Board.

G. Curriculum Committees shall report directly to the appropriate dean(s) for curriculum revision. When there is a question of a significant overall change of curriculum, the dean(s) shall submit the revision to the faculty of his or her school for approval.

H. When a committee deals with "operations," its recommendations will be reported to the vice president of the area in which the activity properly belongs. Similarly, minutes of its meetings shall be sent to the appropriate vice president.

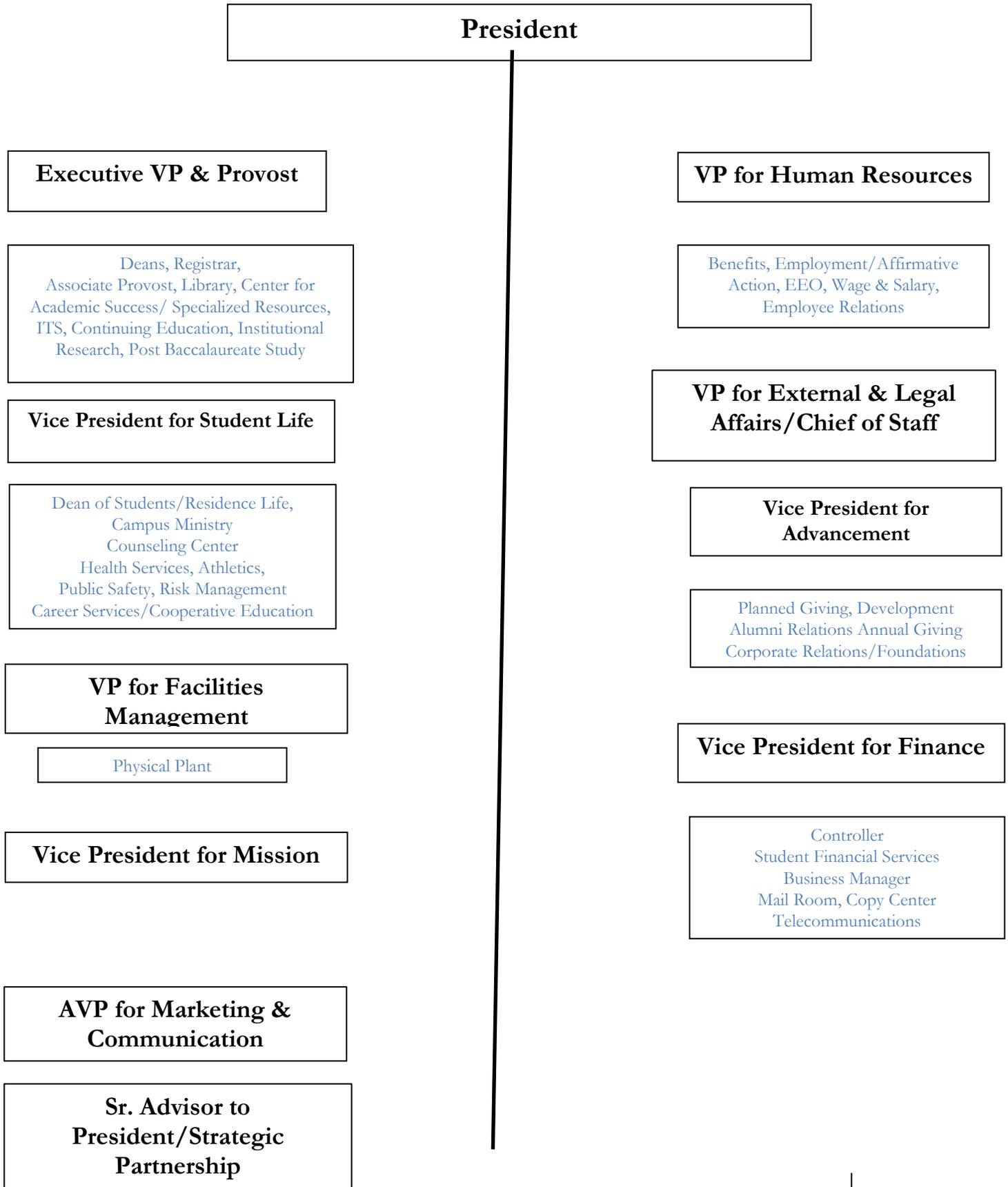
I. The following committees shall inform the Council for Faculty Affairs of their findings:

1. Promotion and Tenure;
2. Sabbatical Leave;
3. Summer Grants;
4. Faculty Welfare;

5. Library;
6. Research Projects and Grants;
7. Scheduling and Programming;
8. Grievance committee;
9. Admissions;
10. Prelegal Advisory Committee;
11. Premedical Advisory Committee.

J. The Committee on Termination of Services shall submit its recommendations to the president.

Appendix A: Manhattan College Organization Chart (As of July, 2021)



Council for Faculty Affairs
Faculty Handbook
Chapter II

2.0 Opening Contractual Statement

This section of the **HANDBOOK** sets forth those provisions and regulations that are mutually agreed to by the College and the faculty as governing the contractual relationship between the College and the faculty.

2.1 Definition of Faculty Status

The Faculty of Manhattan College include: the president of the College; the provost of the College; the deans of the schools of the College; regularly appointed faculty and librarians who hold academic ranks. All special categories of faculty described in the **HANDBOOK** are members of the faculty subject to the limitations set forth in the description of their titles.

Requirements and procedures for appointment to the faculty are set forth in this **HANDBOOK**. In making appointments, the College repudiates all discriminatory procedures and specifically those based upon race, religion, national or ethnic origin, age, sex, or handicapping conditions.

Terms of appointment are specified by letters of appointment and contracts. These require that all members of the faculty meet the requirements and obligations set forth in this **HANDBOOK**, by those policies adopted by the College Senate and approved by the president and the Board of Trustees, and by those resolutions of the Council for Faculty Affairs that are approved by the president. Each faculty member is required to accept scheduled assignments in any of the Schools in which the department offers instruction.

Legally, but not ideally, the College and full-time faculty member are related as employer and employee. In this relationship, the College legally binds itself to engage the faculty member over a certain period of time for a stipulated annual salary for instruction and cognate duties, for supervisory functions, for student counseling and advising, for attendance at and participation in committee activities, for attendance as a faculty moderator at student social functions both on and off campus, for attendance at and participation in academic functions scheduled in the College calendar. The College appoints the faculty member on the understanding that it can call upon him or her for the performance of any duties outlined above at day or evening sessions of any day of the week within limits defined by other parts of this **HANDBOOK**. In appointing a full-time faculty member, the College does so on the assumption that his or her service at Manhattan College is the main vocational interest that he or she has; all others must be subsidiary in every way. In summary, a full-time faculty

member shall be considered as a person whose commitment to teaching at Manhattan College forms his or her major and predominant professional interest. Hence, the College may call the full-time faculty member to devote, in one way or another, a major portion of each day of a five-day week to the College. The maximum quantitative norm for teaching is a schedule in which the number of lecture hours or equivalent laboratory and/or problem hours per week in the Fall semester plus the number of lecture hours or equivalent laboratory and/or problem hours per week in the Spring semester equals a total of 21 lecture hours per academic year.

2.1.1 Faculty Ranks, Full-Time

Appointment to the regular (tenure-track) faculty means assignment in an appropriate academic rank. Full-time, tenure-track members of the faculty are those who are appointed as: professor, associate professor, assistant professor, instructor, librarian, associate librarian, assistant librarian II, and assistant librarian I.

2.1.2 Part-time Faculty

Part-time members of the faculty (non tenure-track) are assigned to the rank of adjunct professor, adjunct associate professor, adjunct assistant professor, adjunct instructor, adjunct librarian, adjunct associate librarian, adjunct assistant librarian II and adjunct assistant librarian I.

2.1.3 Temporary Faculty

Temporary (non tenure-track) faculty are appointed to the ranks of visiting professor, visiting associate professor, visiting assistant professor, visiting instructor, visiting librarian, visiting associate librarian, visiting assistant librarian II and visiting assistant librarian I. As of January 2005, temporary faculty of whatever rank, cannot be elected or appointed to College committees or other bodies outside their departments.

2.1.4 Categories of Special Appointment Faculty

Special categories of faculty (non tenure-track) include: professor, associate, and assistant professor emeritus, librarian and associate librarian emeritus, professorial lecturer, research professor, research associate professor, research assistant professor, research associate.

2.1.5 Qualifications for Appointment to Rank (Instructor, Assistant Professor Associate Professor, Professor)

INSTRUCTOR: To be appointed to the rank of instructor (tenure-track), a candidate must present evidence of adequate training and preparation in the subject matter that he or she will be assigned to teach. He or she must have earned the master's degree and present clear evidence that he or she

intends to achieve the doctorate (if necessary) in a reasonable period of time. An instructor may be appointed without previous teaching experience in higher education provided there is a well-founded reason to presume that he or she will develop in the art of teaching and in scholarship. A candidate for this rank should give evidence of those qualities of personality and character expected in a teacher and counselor of students.

ASSISTANT PROFESSOR: Initial appointment may be made to the rank of assistant professor if a candidate has earned the doctorate or appropriate terminal degree (e.g. Master of Fine Arts) in the field in which he or she will teach and has had teaching or professional experience that gives evidence of his or her developing competence. A candidate who has completed at least five years full-time teaching in higher education and who has made satisfactory progress toward the completion of the doctorate may be eligible for an initial appointment as an assistant professor. Satisfactory progress usually means that the appointee has completed all requirements except the completion of the doctoral dissertation. This appointee must also present evidence that he or she has made significant progress toward the completion of the dissertation.

ASSOCIATE PROFESSOR: Each candidate for an initial appointment as associate professor must have attained an earned doctorate or appropriate terminal degree and he or she must have served as a faculty member in an institution of higher education with the rank of assistant professor for at least four years. In very special cases, an initial appointment to the rank of associate professor may be made without previous teaching experience in higher education. In these cases, the candidate must have earned the doctorate or appropriate terminal degree and must have had at least eight years of appropriate professional experience that may be accepted in lieu of teaching experience by the provost, dean of the school, and the chair of the department.

PROFESSOR: An initial appointment to the rank of professor may be made in exceptional circumstances. The candidate must show outstanding scholarly and/or professional qualifications, and give evidence of a distinguished academic and/or professional career.

ASSISTANT LIBRARIAN I: To be appointed to the rank of assistant librarian I, the candidate must present evidence of adequate training and preparation in library science. He or she must have earned the master's degree in library science from an A.L.A. accredited institution and present evidence that he or she intends to earn a second master's degree or doctorate in a reasonable period of time. An assistant librarian I may be appointed without previous library experience in higher education provided there is a well-founded reason to presume that he or she will develop in performance and scholarship. A candidate for this rank should give evidence of those qualities of personality and character expected of a librarian in higher education.

ASSISTANT LIBRARIAN II: Initial appointment may be made to the rank of assistant librarian II if a candidate has earned the master's degree in library science from an A.L.A. accredited institution, and a second master's degree or doctorate. A candidate who has completed at least three years of appropriate professional experience and who has made satisfactory progress toward the completion of a second master's degree or doctorate may be eligible for initial appointment as an assistant librarian II.

ASSOCIATE LIBRARIAN: Each candidate for an initial appointment as associate librarian must have earned the master's degree in library science from an A.L.A. accredited institution and a second master's degree or doctorate and he or she must have served as a librarian in an institution of higher learning in the rank of assistant librarian II or equivalent for at least four years. In very special cases, an initial appointment to the rank of associate librarian may be made without previous experience in higher education. In these cases, the candidate must have earned the second master's degree or doctorate and must have had at least eight years of appropriate professional experience that may be accepted in lieu of experience in higher education by the provost and the director of libraries.

LIBRARIAN: An initial appointment to the rank of librarian may be made in exceptional circumstances. The candidate must show outstanding professional qualifications and give evidence of outstanding professional achievement in librarianship. The candidate shall have earned the master's degree in library science from an A.L.A. accredited institution and shall have earned a second master's degree or doctorate. It is understood that the candidate shall have had eight years experience as an assistant and associate librarian or equivalent ranks.

ACADEMIC RANKS FOR PART-TIME FACULTY

Part-time faculty members who hold academic rank at another institution normally shall be assigned the same rank as an adjunct at Manhattan College. Other part-time faculty shall be assigned an adjunct rank in keeping with their competence in their professional field. Part-time faculty shall not be assigned to more than one-half the regular faculty teaching load. The pay scale for adjunct faculty is distinct from that of the overload and intersession pay scale for regular Manhattan College faculty. The adjunct pay scale shall be reviewed annually so that it shall remain competitive with that of other local colleges and universities.

SPECIAL CATEGORIES OF FACULTY

PROFESSOR, ASSOCIATE, AND ASSISTANT PROFESSOR EMERITUS/A: Emeritus status is conferred by the president on professors, associate professors, or assistant professors and librarians, associate librarians, or assistant librarians who retire from active service because of age or health. Emeritus privileges provide that the emeritus has faculty privileges in the College library and bookstore; use of computer facilities; secretarial assistance; and office space, if available. Moreover, the emeritus shall be kept on College mailing lists to be notified of College events for faculty and open to faculty.

PROFESSORIAL LECTURER: Under special circumstances, this title may be conferred upon (1) a full-time faculty member who continues to teach part-time during early retirement (prior to age 65) or after the normal retirement age of 65 to the age of 70. A former full-time faculty member appointed as professorial lecturer retains all academic rights and privileges associated with full-time status, (2) a qualified part-time teacher added to the faculty for a special and limited assignment after he or she has reached normal retirement age.

Professorial lecturers who have been full-time faculty members shall be paid 25% of their final full-time salary for teaching one course each semester. For additional teaching, they shall be paid at the current rate for faculty overloads.

VISITING APPOINTMENTS: Visiting appointments may be made at the levels of visiting instructor, visiting assistant professor, visiting associate professor, visiting professor, visiting assistant librarian I, visiting assistant librarian II, visiting associate librarian, and visiting librarian. The criteria for appointment to these ranks shall be the same as those required for appointment to the corresponding regular faculty ranks. The requirement for a visiting instructor shall be the possession of an appropriate master's degree. The rank of lecturer shall be used for those visiting faculty who do not meet the criteria listed above. There is no presumption of reappointment of visiting faculty, and no requirement of notice of non-reappointment.

RESEARCH FACULTY: Research faculty may be appointed at any rank. Research faculty are invited to join the College to participate in ongoing research programs and to use the facilities of the College to carry on research in his or her particular field. Funding for the appointment of research faculty is normally provided from external sources. There is no presumption of reappointment of research faculty, and no requirement of notice of non-reappointment.

Other positions that do not have faculty status include the following:

ASSISTANT: An assistant is one who is engaged to assist the department in the supervision of laboratory sessions, in conducting problem periods, and, occasionally, in giving instruction in an elementary course under the supervision of a ranked faculty member. An assistant may give help to members of the department in undertaking other academic activities. No assistant may carry a schedule of hours equivalent to a full-time teaching load.

RESEARCH ASSISTANT: A research assistant is a qualified person who serves the College full- or part-time by helping a ranked faculty member in a research project or in a special project of the College.

CLINICAL ASSISTANT: A clinical assistant is a registered and/or licensed technologist from a hospital/medical center affiliated with the College who is assigned to supervise and direct the clinical training of students enrolled in the radiological and allied health educational programs of the College.

2.2 Types of Contract

2.2.1 Term Contracts

2.2.1.1 Full-time

Persons offered temporary appointment as visiting faculty shall receive term contracts, which imply no renewal beyond the period specified in the contract. No notice of non-reappointment is required.

If a person who held a temporary appointment is subsequently offered a regular tenure-track appointment, the time spent as a temporary appointee may be applied, at the option of the candidate, toward the probationary period for tenure. See 2.7.2.

2.2.1.2 Part-time

Part-time faculty shall receive term contracts, usually for a period of one semester or session. There is no presumption of reappointment. No notice of non-reappointment is required.

2.2.2 Probationary

Persons appointed to full-time tenure-track faculty positions shall receive a probationary contract. The usual probationary period is seven years. The grounds and procedures for exceptions to the seven-year probationary period are specified under the regulations for tenure. See 2.7.2.

Persons receiving initial appointment as instructor (or assistant librarian I) must apply for promotion to assistant professor (or assistant librarian II) in their fourth year at that rank. If an instructor (or assistant librarian I) is not advanced to the rank of assistant professor (or assistant librarian II) at the end of four years it is permissible to reappoint him or her as an instructor (or assistant librarian I) for an additional year, which shall be his or her terminal year.

Probationary tenure-track contracts carry an assumption of reappointment. Notice of non-reappointment must be given as specified in the section on Separation. See 2.9.3.

2.2.3 Tenured

Faculty who have been granted tenured status shall receive an annual salary agreement stating their base salary for the next academic year.

2.3 Search and Appointment Procedures

2.3.1 Search Procedures

2.3.1.1 Approval to fill a vacancy or create a new position

If a vacancy occurs or a new position is requested, the chair of the department (or director of libraries, in the case of library faculty) must prepare a position request and description with justification showing need. The justification must include enrollment trends in departmental courses, the history of the use of overloads and/or adjuncts, and the curricular needs for the course offerings the proposed faculty member will teach. The position request and justification shall specify courses to be taught, educational background required, any prior teaching experience required, and the level of appointment.

The justification for library positions must include the goals and services of Manhattan College libraries, programs and degrees offered by the college, and institutional enrollment. In addition, for library positions auxiliary programs (e.g., extension, community, and continuing education) as well as size and configuration of facilities and hours of service are factors to be considered. Whenever possible the Association of College and Research Libraries' "Standards for College Libraries" shall be applied.

The position request and justification shall be submitted in writing to the dean (or the provost, in the case of librarian positions) for his or her approval and recommendation to the provost. Only after the provost's approval may the position be advertised and candidates solicited.

2.3.1.2 Advertisement of available positions

Available positions shall be advertised in appropriate disciplinary media. Listings and advertisements shall clearly state the position description and specific requirements. All advertisements, listings, and notices must carry an affirmative action/equal opportunity statement. The office of human resources shall coordinate and place all advertisements, listings and notices.

2.3.1.3 Screening process

Upon receipt of applications for an advertised position, each applicant shall be sent an EEO form for voluntary submission of EEO data to the human resources office.

The departmental faculty or a committee thereof shall screen all applications, resumes, references, and transcripts. The department or committee shall draw up a "short list" of persons who meet the position description and specific requirements and who shall be contacted for an interview.

2.3.1.4 Interview process

On-campus interviews are preferred. If off-campus interviews are necessary because of distance, scheduling difficulties, or other problems, it is preferable that more than one faculty member participate in the interview. Preliminary "screening" interviews by telephone and at national or regional meetings are permissible. Preliminary telephone interviews shall be carefully conducted with questions prepared in advance and responses noted. Conference calls involving several faculty are recommended. Finalists shall be invited for an on-campus interview. The department shall exercise judgment to limit the expense of the interview process consistent with assuring a fair and open process. A careful selection and ranking of finalists is required.

2.3.1.5 On-campus interviews

On-campus interviews shall be structured to involve the faculty of the department and when possible, students. Faculty of other departments with which the prospective faculty member will regularly interact shall be included. This is particularly important for prospective faculty who will be expected to teach courses of general or College-wide enrollment. There shall be a presentation that will display teaching and communication skills. Interviews with the dean (or with the director of libraries in the case of library hires) and the provost shall be arranged. All faculty who will be involved in the interview, the dean (or director of libraries) and the provost must receive resumes in advance.

2.3.1.6 Final selection

The chair of the department, (or the director of libraries, in the case of library faculty), or the chair of the departmental selection committee, shall solicit the views of all faculty and others involved in the interview process. The departmental faculty, or the selection committee, shall agree by vote on a rank-ordering of candidates. The department chair shall present this list of rank-ordered candidates to the dean and the provost. With their approval, and determination of rank and salary range, the chair shall proceed to negotiate informally with approved candidates.

2.3.1.7 Negotiations with selected candidates

With the approval of the dean and the provost, the department chair shall informally negotiate with the selected candidate(s) with respect to salary and other conditions of appointment.

In the case of library faculty appointments, the director of libraries, with the approval of the provost, shall informally negotiate with the selected candidates with respect to salary and other conditions of appointment.

Candidates with prior full-time teaching experience (or full-time experience as a librarian in a college or university library) shall be asked to state their preference with respect to tenure eligibility requirements. The chair (or director of libraries) shall then submit, in writing, a request for appointment listing all relevant particulars. If the dean approves, he or she shall forward the request to the provost for his or her approval. (In the case of library faculty, the request for appointment is sent directly to the provost.)

2.3.1.8 Formal offer of appointment

The president of the College or, with the president's approval, the provost shall issue a formal offer of appointment specifying rank, salary, and conditions of appointment, and requiring a signed copy to be returned. Upon receipt of the returned copy, and after all required documentation is completed, an employment agreement shall be issued. Only the president of the College or, with the president's approval, the provost is authorized to offer appointments to faculty. See Section 2.4.1 below for requirements of pre-employment documentation.

2.4 Personnel Records

2.4.1 Pre-employment

Before an offer of appointment or employment agreement is issued to a prospective faculty member, the following documentation is required:

- (a) A completed application form;
- (b) Transcripts of the applicant's academic record from colleges or universities from which he or she has earned degrees;
- (c) A completed Immigration and Naturalization Service I-9 form;
- (d) Letters of recommendation from the chair of the department, faculty colleagues and/or academic administrators of the institution(s) where the applicant has taught or, in the case of a person seeking his or her first teaching (or librarian) position, letters of recommendation from former teachers or other appropriate sources. In all instances, a letter of recommendation must be received from the immediate past employer of the applicant.

2.4.2 Faculty Personnel Files

There is no single, comprehensive file containing all documentation and correspondence concerning a faculty member. The official repository of pre-employment records is maintained in the Office of Human Resources.

2.4.3 Probationary Period

Manhattan College values the intellectual development of its faculty members.

To that end, the college is committed to assisting probationary faculty members in achieving their potential as teachers, scholars, and contributing members of the campus community.

During the probationary period, the probationary faculty member's teaching schedule shall not exceed the normal workload as stated in Section **2.12.1.2** of this **HANDBOOK**, except under extraordinary circumstances. Any deviation from a normal workload will occur only after consultation and agreement between the **probationary faculty member** and the department chair (hereafter chair). One deviation could be a reduced teaching load for a first-year faculty member. Deviations and/or disagreements will be brought to the attention of the dean of the associated school by the chair or by the probationary faculty.

In order to assist in the development of the probationary faculty member as a teacher-scholar, the chair shall ask a senior faculty member **of that department** to serve as a mentor. The mentor will be someone who understands the expectations of the department concerning teaching, scholarship, and service. The chair shall also delineate these expectations so there is a clear understanding among all three parties. If no such senior member exists, then the chair shall serve as mentor. The chair or the probationary faculty member may request assistance from the Center for Excellence in Learning and

Teaching during this mentoring process.

Beginning in the first semester, and continuing in every term thereafter, the chair shall arrange **classroom observations** by departmental faculty for the purpose of assisting, evaluating, and improving classroom performance. A standardized format should be used to evaluate common areas of teaching and course management. Observation items should include course organization and materials, lecture or laboratory content, lecture or laboratory organization, presentation style, student engagement, and classroom management. Each tenured faculty will observe classes and other activities of the probationary candidate and will complete an evaluation form to be given to the chair. The chair will distribute these evaluation materials to the probationary candidate and will keep a copy in the departmental files so that tenured faculty may see them.

2.4.3.1 Reviews and Reporting during the Probationary Period

During the probation period, probationary faculty members are required to be evaluated annually and at a mid-probationary period (or pre-tenure).

2.4.3.1.1 Annual Reviews

All tenured members of the department must participate in the evaluation of each probationary faculty during the course of the probationary period. Every semester, one or two tenured faculty members will observe the faculty member's teaching and compose an evaluation. A copy of each such evaluation will be given to the probationary faculty member and a copy will be retained within the department.

By February 1st of each academic year (except for the mid-probationary review year discussed below), the probationary faculty member shall prepare and submit an **annual summary report** to the department chair. The summary report will be the Annual Faculty Activity & Progress Report ordinarily due in April of each year, and will be accompanied by any reasonable evidence or documentation that the department chair may require (e.g. copies of publications, course syllabuses, or teaching evaluations). This form *may* need to be updated for the April deadline. The report will be distributed to all tenured faculty members in the department, who will provide the department chair with their responses. The department chair will incorporate these responses into the **annual review letter**.

The chair will compose the annual review letter to be presented to the probationary candidate; when complete the department chair will discuss the letter with the probationary faculty member. The annual review letter will discuss the probationary faculty member's teaching, scholarship, and service. Before delivering the letter to the probationary faculty member, the department chair will distribute the letter to all tenured faculty members in the department, who will make any needed suggestions in writing, either digitally or in hard copy, and, when appropriate, affirm their approval of the letter's form and content. The **annual review letter** must be given to the probationary faculty member no later than April

15th. The intent of the annual review and the chair's discussion with the probationary faculty member is to inform the probationary faculty member on how to strengthen weak areas, highlight strong areas, and improve the overall presentation of his or her work, as needed.

Copies of the annual summary report and the annual review letter shall be maintained by the department.

2.4.3.1.2 Mid-probationary Period (Pre-Tenure) Review

The department chair and faculty shall conduct an evaluation of the probationary faculty member during the probationary period. This review is normally conducted in the third year of a six-year probationary period. Exceptions to this general time frame because of any reason, such as a shorter probationary period, must be approved by the provost after consultation with the chair and dean. The purpose of the review is to help the probationary faculty member develop as a teacher-scholar and to enable the department to accurately evaluate progress towards tenure and promotion.

By February 1st of the second semester of the faculty member's third year at Manhattan (assuming a six-year probationary period), the faculty member shall submit a completed version of Form A to the chair so a **pre-tenure review** can be conducted. If the probationary faculty member has chosen to count time served at Manhattan College or another institution of higher education towards the probationary period, then the review may occur earlier than the third year. If the probationary period has been shortened, then the probationary faculty member shall submit Form A by February 1st of the second semester of the second year. A Form A not submitted by February 1st shall be considered late and not responsive to the required review.

The tenured faculty members of the department shall review the Form A and provide the chair with written comments. The chair shall then complete Pre-Tenure Review Form C while incorporating the comments from the tenured faculty members. The written comments must address the probationary faculty member's progress towards tenure (and promotion) with respect to teaching, scholarship and service. Independently, the dean will review the completed Form A, and write his/her own comments, and forward those comments to the chair. The chair will append the dean's comments to the Form C. Form C must be returned to the faculty member by April 15th of the semester the pre-tenure review is being conducted. If the probationary faculty member was late in the submission of Form A because of circumstances beyond the faculty member's control, then the deadline for Form C shall be extended by a comparable time interval.

A copy of the probationary faculty member's Form A and the Form C composed by the department chair shall be maintained within the department. An unsatisfactory pre-tenure review, like unsatisfactory performance any time during the probationary period, may lead to termination of the probationary period contract.

2.4.3.2 Notifications concerning the Pre-Tenure review

The provost shall notify new tenure-track faculty members about the policy concerning probationary

period reviews during the orientation for new faculty and in writing via a letter during the first week of their first semester at Manhattan College. The department chair and dean will be copied on the email message. As part of this notification process, the provost shall provide blank copies of Form A and Form C to the probationary faculty members.

The chair shall inform the dean and provost via a letter that the department has completed the pre-tenure review process. This notification shall normally occur on the same day the Form C is returned to the faculty member, i.e., no later than April 15th of the year of the pre-tenure review. The faculty member will be copied on this letter from the chair. If Form A was submitted late, the deadline for notification shall be extended by a comparable interval of time. If Form C is not returned by the assigned deadline, the faculty member shall notify the dean in writing via an email message. The dean will then inform the provost. The Manhattan College Promotion and Tenure Committee members must consider a non-existent or late pre-tenure review as a factor in their decisions. This consideration applies equally to late or non-existent Form A or Form C.

2.4.5 Promotion, Tenure

The provost shall maintain records pertaining to all promotion and tenure proceedings. These records shall contain the application for promotion and tenure as submitted by the chair of the department and including the recommendation of the dean of the school (or director of libraries in the case of library faculty). Supportive documentation, such as publications, course and teacher evaluations, etc. shall not be retained, but shall be returned to the applicant. The provost shall also maintain official records of the actions of the Committee on Promotion and Tenure, including the official statement of reasons for and against promotion or tenure, and the ballots cast by the committee. The provost shall also maintain copies of correspondence notifying the applicant of the awarding or denial of promotion and tenure, and of any correspondence with respect to requests for reconsideration. If the Committee on Promotion and Tenure reconsiders an application for promotion or tenure, the provost shall maintain official records of the committee's action.

2.6 Promotion and Tenure

2.6.1 Description of Promotion and Tenure Process

The Committee on Promotion and Tenure is composed of eleven faculty members selected by the Council on Faculty Affairs, two per school and one at-large member. The Deans of the schools of arts, science, engineering, business, and education and the Provost are ex-officio non-voting members of the committee. The role of each Dean is to serve as a consultant to the committee. The role of the Provost is to serve as a neutral observer, and in that role ensure that the strict standards of the Handbook are upheld. The Provost will be responsible for the records of the committee. Of the eleven appointed members, seven must be full professors; the remainder may be associate professors or full professors. In either case, the appointed members of the committee are to be tenured themselves and to have held full-time appointment at the College for no less than seven years. The chair of the

committee is elected on an annual basis. Faculty are appointed for three-year terms, with one-third of the faculty membership replaced annually. The members of the Promotion and Tenure Committee may not apply for promotions during their term of service on the committee. A committee member who is a chair of a department shall recuse him/herself from voting when a member of his/her department is applying for promotion or tenure. The committee reviews all applications for promotion and tenure, with supporting documentation, and makes recommendations to the President that are based upon a majority vote of the committee. Ten voting members constitute a quorum. No absentee or proxy ballots are allowed. The committee's recommendations shall be accompanied by a statement of reasons for or against promotion/tenure, which is adopted by vote of the committee and is transmitted to the applicant.

Faculty members who are denied promotion or tenure may file a request for reconsideration on grounds that new information has become available or that the information at the disposal of the committee was misleadingly presented or was apparently misunderstood. A subcommittee whose membership has been determined by a vote of the whole committee reviews all requests for reconsideration and makes recommendations to the committee for or against reconsideration. The committee decides which requests shall be reconsidered.

Applicants for promotion or tenure are provided standard forms, which they must complete. Companion forms are provided to the department chair (or director of libraries in the case of library faculty) of each applicant, which must be completed by the chair (or director of libraries). These departmental forms require that the chair (or director of libraries) discuss each applicant with all full-time members of the department, hold a meeting of the tenured members, and summarize in writing all the views of the tenured members of the department including his or her own. This summary of departmental views must be furnished to the applicant who shall append his or her comments or rebuttals to it. The chair (or director of libraries) writes his or her evaluation of the manner in which the applicant has met the criteria for promotion/tenure, and forwards both the applicant's and the departmental forms to the dean for his or her evaluation and recommendation. (In the case of library faculty, the director of libraries writes his or her evaluation of the manner in which the applicant has met the criteria for promotion/tenure and shall forward the completed Form A and Form B to the provost.) If the candidate for tenure is the department chair, a senior tenured member of the department (Associate or Full Professor) shall conduct the departmental review and complete Form B for the department. The procedures for selecting the senior member of the department to complete form B shall be the same as the procedures presented in the Handbook for selecting a department chair. If no such faculty member is available, the procedures described above shall be followed by the dean of the school.

When completed, the entire Form B shall be shown to the candidate for his or her signature and for the opportunity to append comments or rebuttals before Form B is sent to the Promotion and Tenure Committee. In an extraordinary situation, in which subsequent material needs to be submitted to the Promotion and Tenure Committee, such material shall be shown to the candidate for his or her comments. The applicant may submit directly to the Committee on Promotion and Tenure any supportive materials or documentation

The Provost's Office will create an electronic folder for each candidate for tenure and promotion, into which they should upload their application and supporting documents⁴. Read-only access will be provided to all members of the Committee on Promotion and Tenure for their careful consideration prior to their meetings. Department chairs and director of libraries must be available for consultation while the committee is meeting.

The Committee on Promotion and Tenure usually meets early in the spring semester, until all applications have been reviewed and voted upon. All tenure applications are reviewed, seriatim, in alphabetical order of the applicants' departments. Each is discussed and debated until the committee agrees by majority vote to proceed to a secret, written ballot to decide its recommendation. A statement of reasons is voted upon after each decision. After all tenure applications have been reviewed and recommendations and reasons voted upon, any member of the Committee on Promotion and Tenure may move to reconsider individual cases. Each request is debated and the committee decides by vote whether to reconsider the individual application. Only after all requests for reconsideration by committee members have been dealt with are the committee's recommendations forwarded to the president.

A similar process of individual review, vote, and opportunity for second review and vote is accorded all applications for promotion.

2.7 Tenure regulations

2.7.1 Definition of tenure

Tenure status means that a full-time faculty member has received a guarantee of continuous appointment without expiration date. A full-time faculty member holding appointment as professor, associate professor, assistant professor, librarian, associate librarian or assistant librarian II is eligible for tenure. Such tenure means that Manhattan College shall assure the continuous appointment of the faculty member, barring conduct clearly prejudicial to the good order or reputation of the College and assuming the continued competence of the faculty member in fulfilling his or her academic obligations. Continuous appointment may likewise be terminated because of financial exigencies arising from changes in the financial status of the College, e.g., loss of students or discontinuation of a program in the curriculum. Termination of continuous appointment for such financial exigencies shall be demonstrably *bona fide*.

2.7.2 Probationary period

All initial appointments to the faculty are probationary, except in the case of an academic Dean, Provost, or President as noted below. The regular probationary period is of seven years duration. The period of the time during which faculty members have held full-time appointments as faculty members at other institutions, or as visiting faculty at Manhattan College, may, at the faculty member's option, be counted in the total seven years required for tenure. Ordinarily, the minimum probationary period for all full-time appointments to the faculty is four consecutive years at Manhattan College, even if

⁴ CFA resolution effective July 1, 2022.

this means that the person's total probationary period in the academic profession may thereby be extended beyond the normal maximum of seven years. In addition, faculty whose initial appointment is to the rank of professor, associate professor, librarian, or associated librarian are eligible to receive tenure after a probationary period of four consecutive years. In the case of a faculty member who holds (or had held)⁵ tenure at another accredited institution, that person may be hired through the designated hiring procedures to a full-time faculty position with the option that tenure review may occur during the second (or in rare cases or for exceptional candidates, the first) probationary year. Such an arrangement must be made before the person is hired. In addition, this arrangement must be approved by the provost, dean, and 2/3 of the faculty (tenured and tenure-track) of the department in which the candidate is to serve. Due to the shortened probationary period, faculty within the candidate's department will be allowed to submit the candidate's Form B at the end of the fall semester of the candidate's probationary year. If the tenure is granted in such a case, it will take effect on the first day of the fall semester of the next academic year following the completion of tenure review.

In the case of faculty member who is tenured at another accredited institution and is coming to Manhattan College to serve as an academic Dean, Provost, or President, academic rank and tenure (in a department) may be granted. The appointment of such a Dean, Provost, or President who may be granted rank and tenure at the time of initial appointment may occur only upon the recommendation of the duly constituted search committee after consultation with the department in which the candidate would receive tenure. In the case of a dean or provost being appointed to a tenured position in an academic department, the appointment shall not affect tenure decisions or the contract renewal of the untenured tenure-track or term-track members of that department. Moreover, such an appointment of an academic Dean, Provost, or President shall not replace an existing faculty line in a given academic department and shall not be used in determining the number of lines allocated to an academic department in the future.

The candidate may choose to extend the probationary period of four consecutive years by one or two years. After a one-year extension, the candidate may choose to extend the period by one more year. The decision to extend must be made by the candidate, in writing, to the provost prior to the date of application. The Committee on Promotion and Tenure shall not consider more than one application for tenure from any one individual.

The candidate who gives birth, whose spouse gives birth, or who adopts a child, may, at his or her discretion, delay the tenure clock by one year. A decision about a delay shall be made by the faculty member and communicated to the Chair, Dean and Provost at any time up until the date that their application for tenure is due to the department. They may take this option by notifying their chair, dean and provost of their choice in writing at any time until the date that their application for tenure is due to the department.⁶

⁵ CFA resolution effective July 1, 2019.

⁶ CFA resolution effective July 1, 2022

2.7.3 Need for tenured appointment

2.7.3.1 Departmental need for tenured appointment

To justify a candidate's request for tenure, the department chair must examine the following: the courses offered in the department; the need for the special expertise and the versatility of the individual being considered for tenure; the number of students majoring and minoring in the department's discipline and the recent trends of these numbers; the enrollment of students in classes taught by the department; the workloads carried by departmental faculty.

In general, tenure should not be granted to a faculty member in a department in which full-time work loads are less than those regularly established as full-time faculty workloads, or where the student/faculty ratio is judged by the department chair and the dean of the school to be too low.

2.7.3.2 Library need for tenured faculty

To justify a library faculty candidate's request for tenure, the director of libraries must examine the following: the need for the special expertise and the versatility of the individual being considered for tenure, the goals and services of Manhattan College libraries, programs and degrees offered by the college, and institutional enrollment. In addition, auxiliary programs (e.g., extension, community, and continuing education) as well as size and configuration of facilities and hours of service are factors to be considered.

Whenever possible, the Association of College and Research Libraries' "Standards for College Libraries" shall be applied.

2.7.4 Criteria for tenure

2.7.4.1 Criteria for tenure for faculty in the five schools

The record of a candidate who will have completed the established probationary period and for whom there is demonstrated need shall be examined in the light of the following criteria:

- (a) the candidate has demonstrated competence in teaching, research, and other scholarly and/or professional activities; gives evidence that he or she will continue to develop in these areas; ordinary evidence of this development includes, but is not limited to, the following: effective teaching as indicated by peer observation, student evaluation, and other appropriate means; contributions to the ongoing revision of curriculum, including developing proposals for new courses and course revisions; updating course content to assure that courses offered remain current with contemporary scholarship in the field; conducting, directing, or planning research projects; participation in the activities of learned and/or professional societies; lecturing or delivering papers in academic and/or professional circles; publishing books, papers or reviews relating to his or her field; preparing proposals for grants, projects or research activities;

- (b) the candidate has assisted formally or informally in the academic guidance of students;
- (c) the candidate has obtained an appropriate doctorate or terminal degree from an accredited institution or can present evidence that he or she will have completed all requirements for the doctorate at least thirteen months before the effective date of tenure;
- (d) the candidate has made his or her appointment at Manhattan College his or her primary and full-time occupation; in meeting this requirement, it must be clear that the faculty member has been willing to accept the teaching schedules determined by the chair of the department; that he or she has not placed restrictions on the usual time he or she may be called upon for regular commitments to the College; that he or she has been readily accessible to students; that any authorized outside commitment (as described in sections 2.12.1.14 and 2.12.1.15) has in no way interfered with his or her contractual obligations; that there is no evidence that outside commitments will become excessive in the future;
- (e) the candidate has given careful cooperation to the regulations of the College and to the ordinary procedures determined for the effective and orderly conduct of the College;
- (f) the candidate has been cooperative as a faculty colleague with the members of his or her department and other faculty members with whom he or she has been associated in the work of the College; in fulfilling this obligation, it must be evident that the candidate has actively participated in meetings of the departmental faculty; that he or she has accepted departmental assignments; that he or she has cooperated regularly in departmental activities; that he or she has adequately fulfilled the responsibilities as a member of faculty committees to which he or she has been appointed;
- (g) the candidate has accepted and responsibly performed the duties as advisor of co-curricular and extra-curricular activities of students when requested to do so.
- (h) for candidates hired above the rank of Assistant Professor to be commensurate with rank expectations (i.e., Associate Professors must meet the Accomplished status for tenure, Professors must meet the Excellence status).⁷

If there is a serious, well-founded doubt concerning the manner in which a faculty member has met any of these criteria, ***tenure shall not be recommended.***

2.7.4.2 Criteria for tenure of library faculty

The record of a candidate who will have completed the established probationary period and for whom there is a demonstrated need shall be examined in the light of the following criteria:

- (a) the candidate has demonstrated competence as a librarian (this includes such areas as: reference and research assistance to the College faculty and students; coordination of collection development; design and production of instructional media on the use of the library and its resources;

⁷ CFA resolution effective July 1, 2019.

the provision of bibliographic organization and control to the library collections; instruction in the use of the library and its resources; development of liaison services; leadership and management in planning and implementing library budgets, operations, and services; research, scholarly and professional activities) and gives evidence that he or she will continue to develop in these areas;

(b) the candidate has manifested development as a scholar; ordinary evidence of this development may include the following: conducting, directing, or planning research projects; participation in the activities of learned and/or professional societies; lecturing or delivering papers in academic and/or professional circles; publishing books, papers, or reviews; preparing proposals for grants, projects or research activities; the compilation of significant bibliographies, indexes, special catalogs, guide books, or inventories, whether for external or internal use, and the preparation of substantial internal or external reports involving research and the application of the librarian's professional abilities;

(c) the candidate has assisted formally or informally in the bibliographic instruction of students;

(d) a librarian must meet, at least, the degree requirements of assistant librarian II;

(e) the candidate has made his or her appointment at Manhattan College his or her primary and full-time occupation; in meeting this requirement it must be clear that the library faculty member has been willing to accept the schedules determined by the director of libraries; that he or she has not placed restrictions on the usual time he or she may be called upon for regular commitments to the College; that he or she has been readily accessible to students; that there is no evidence that outside commitments will become excessive in the future;

(f) the candidate has given careful cooperation to the regulations of the College and to the ordinary procedures determined for the effective and orderly conduct of the College;

(g) the candidate has been cooperative as a library faculty colleague with the members of his or her department and other faculty members with whom he or she has been associated in the work of the College; in fulfilling this obligation it must be evident that the candidate has actively participated in meetings of the library faculty; that he or she has accepted library assignments; that he or she has cooperated regularly in library activities; that he or she has adequately fulfilled the responsibilities as a member of faculty committees to which he or she has been appointed.

If there is a serious, well-founded doubt concerning the manner in which a library faculty member has met any of these criteria, ***tenure shall not be recommended.***

2.7.5 Application for tenure and procedures for reconsideration

In the fall semester of the next to last year of the probationary period, a faculty member must apply for tenure. Application forms are distributed by the provost to the chairs of departments in which there are candidates and to the director of libraries. The faculty member completes the application form, which is then made available to the tenured members of the department. In no case shall tenure be granted by default. The chair of the department (or the director of libraries in the case of library

faculty) consults with these tenured members and requests them to submit their opinions in writing to him or her. The chair (or the director of libraries) shall apprise the candidate of the views of the members of the department without compromising the confidentiality of his or her consultations. If the views of the departmental members include negative opinions or serious doubts, the candidate shall have the right to send his or her comments to the Committee on Promotion and Tenure. The chair (or director of libraries) writes his or her evaluation of the manner in which the applicant has met each of the criteria for tenure and then submits his or her recommendation to grant or deny tenure. The chair (or director of libraries) shall immediately apprise the candidate in writing of any negative evaluation that might affect his or her chances for tenure. The chair (or director of libraries) may not refer to any negative evaluations of the candidate if the chair (or director of libraries) did not apprise the candidate of them in writing at the time they occurred. The chair gives these completed documents to the dean of the school; the dean adds his or her evaluation and recommendation. When completed, the entire Form B shall be shown to the candidate for his or her signature and for the opportunity to append comments or rebuttals before Form B is sent to the Promotion and Tenure Committee. In an extraordinary situation, in which subsequent material needs to be submitted to the Promotion and Tenure Committee, such material shall be shown to the candidate for his or her comments. The chair (or director of libraries) must submit sufficient copies for the members of the Committee on Promotion and Tenure.

If the Committee on Promotion and Tenure, after examining all the materials presented in relation to the candidate, recommends the conferral of tenure, the recommendation shall be sent to the president. The president shall notify the applicant of his or her decision. Tenure becomes effective on the first day of the fall semester of the next academic year following the granting of tenure.

When the Committee on Promotion and Tenure does not recommend tenure for a faculty member, the chair of the committee shall submit a written statement of the reason(s) for the Committee's actions to the chair of the faculty member's department (or to the director of libraries in the case of a library faculty member). The latter shall discuss this letter with the faculty member and supply him or her with a copy for his or her personal file.

The faculty member whose application for promotion and/or tenure has not received the positive recommendation of the Committee on Promotion and Tenure may ask the Provost to request a reconsideration of the Committee's conclusion. The applicant's department chair and dean should be copied on all correspondence.

If the Provost finds that the appeal has merit he or she shall make a request for reconsideration to a subcommittee of the Committee on Promotion and Tenure whose membership has been determined by a vote of the whole committee. This subcommittee shall examine the request for reconsideration and decide whether new information is now available, or whether information previously at the disposal of the committee was misleadingly presented, or whether such information was misunderstood. If the subcommittee judges that any of these circumstances exist, the case shall be presented again to the whole committee for reconsideration. If the subcommittee judges that no new information is available or that the information previously at the disposal of the committee was neither misleadingly presented nor misunderstood, it shall inform the chair of the Committee on Promotion and Tenure of its conclusion and through him or her, the President. The President shall examine the

conclusion of the subcommittee and determine whether he or she is in agreement with it. If the President concurs with the subcommittee's conclusion, he or she shall inform the chair of the department (or the director of libraries, in the case of library faculty) that the request for reconsideration has been denied. If the President does not concur with the conclusion of the subcommittee, he or she shall direct that the case be reconsidered by the Committee on Promotion and Tenure. The President shall also inform the subcommittee of his or her reason(s) for not accepting its conclusion.

After reconsideration of the materials presented for the granting of tenure, the Committee on Promotion and Tenure shall inform the president of its conclusion. The president shall take whatever action he or she deems appropriate.

Any faculty member who has not been granted tenure shall receive notice that his or her contract for the following year shall be terminal. It is the responsibility of a non-tenured faculty member to notify his or her department chair (or the director of libraries in the case of a library faculty member) before June 15 of the next to last year of his or her probationary period of failure to receive written notice with regard to his or her being granted tenure.

The procedures for the conferral of tenure described in the **HANDBOOK** are intended to be consonant with *The 1940 Statement of Principles on Academic Freedom and Tenure with 1970 Interpretative Comments* of the American Association of University Professors and the Association of American Colleges.

2.8 Promotion regulations

2.8.1 Definition of promotion

Promotion in rank results from the interaction of the College community and the faculty member: on the part of the latter, from effort, growth and merit; on the part of the former, from the desire to recognize and reward excellence. Promotion is not made solely on the basis of seniority or on length of service at Manhattan College.

2.8.2 Application for promotion

The chair of a department or the director of libraries may nominate a member of his or her department for promotion or a faculty member who believes himself or herself eligible for promotion may apply to the chair of the department (or director of libraries in the case of a library faculty member).

The provost shall send the forms required for promotion to the chairs of departments at least forty-five days before the scheduled promotions meeting of the Committee on Promotion and Tenure. The forms shall consist of Form A (faculty data profile) and Form B (application for promotion). Form A, which is to be completed by the candidate for promotion, includes information on an applicant's academic and professional history, teaching responsibilities, scholarly activities, college assignments

and professional development. Form B, which is to be completed by the chair of the department (or director of libraries in the case of library faculty), contains the evaluative judgments of the chair; it is presumed that these judgments are clearly related to the data supplied in Form A.

The chair (or director of libraries) is obliged to discuss promotions with each tenured member of the department; he or she may discuss promotions with other members of the department as well. In addition, he or she shall request a general meeting of all the tenured members to clarify the question further. The chair (or director of libraries) shall summarize in writing all the views of the members of the department, including his or her own, without compromising the confidentiality of the consultations. The chair (or director of libraries) shall furnish the candidate with a copy of this summary. The candidate may add his or her own written comments or rebuttals to it. The resulting document shall be transmitted to the Committee on Promotion and Tenure. The chair (or director of libraries) must also be readily available to the Committee for additional clarifications, if needed.

The chair of the department (or director of libraries) is required to supply sufficient copies of the completed forms so that each member of the Committee on Promotion and Tenure will have a copy. When they are completed, Forms A and B are given by the chair of the department to the dean of the school to whom the department reports. The dean adds his or her evaluation and recommendation. When completed, the entire Form B shall be shown to the candidate for his or her signature and for the opportunity to append comments or rebuttals before Form B is sent to the Promotion and Tenure Committee. In an extraordinary situation, in which subsequent material needs to be submitted to the Promotion and Tenure Committee, such material shall be shown to the candidate for his or her comments. The applicant may submit directly to the Committee on Promotion and Tenure any supportive materials or documentation.

When a chair of a department applies for promotion or is nominated for promotion by his or her dean, a senior tenured member of the department (Associate or Full Professor) shall conduct the departmental review and complete Form B for the department. The procedures for selecting the senior member of the department to complete form B shall be the same as the procedures presented in the Handbook for selecting a department chair. If no such faculty member is available, the procedures described above shall be followed by the dean of the school. When the director of libraries applies for promotion, the procedures described for the director of libraries shall be followed by the provost.

All promotions in rank become effective on the first day of the fall semester of the next academic year.

2.8.3 Norms for promotion

2.8.3.1 Norms for promotion of departmental faculty

In submitting recommendations with respect to promotion, the chair of a department must consider the following: (a) a candidate's performance in teaching, research, and other scholarly and professional activities; (b) academic degrees; (c) the length of service in higher education; (d) evidence of

appropriate responsible participation in college assignments other than teaching and research. A candidate for promotion shall be examined in light of these considerations.

(a) Performance in teaching, research, and other scholarly and professional activities:

The evaluation of a faculty member's performance as a teacher shall be based upon student reaction as well as on the observations of the chair of the department and of other faculty members. Since the chair of the department is obliged to gather data needed for this evaluation, he or she initiates procedures for doing so. Such procedures ought to include class visitations, personal conferences with a faculty member, review of student evaluation forms, private discussion of assignments and examinations given to students. The chair shall report on the candidate's knowledge of the subject matter, effectiveness as a teacher, creativity and experimentation in teaching, growth as a teacher, and cooperation in necessary procedures related to the teaching process. The chair shall also report on new courses or curricular revisions established or proposed by the candidate and shall, on the basis of discussion with the candidate and colleagues, and of examination of course syllabi, determine that the candidate has assured that course content has remained current with contemporary scholarship in the field.

In evaluating the research, scholarly and professional activities of a faculty member, the chair of a department shall weigh the overall academic and administrative duties of the faculty member involved. The extent of an individual's participation in research and in other scholarly and professional activities and the quality of work are appropriate considerations. The chair should also consider the extent to which a faculty member has encouraged participation by students in research activities. Faculty members shall inform the chair of the department concerning their scholarly and professional activities that could possibly escape his or her notice. A chair shall report any recognition that a faculty member has received from learned societies for academic achievements or contributions.

(b) Academic Degrees:

A faculty member must have earned the doctorate from an accredited university in order to be eligible for promotion to the rank of associate professor.

In exceptional circumstances, a faculty member may be advanced to the rank of assistant professor before completing all the requirements for the doctorate. In such cases, he or she must have completed all requirements except the dissertation and also give evidence of making satisfactory and continuous progress toward completing the dissertation. Such a faculty member is required to present: (1) a statement outlining the requirements of his or her doctoral program supported by the appropriate section(s) in the catalog of the institution where he or she is matriculating; (2) a recent transcript of the work already completed in his or her doctoral program; (3) a statement from his or her doctoral advisor indicating the progress made on the dissertation with an estimate of the date of completion of the dissertation.

In very exceptional cases, a faculty member may be advanced either to the rank of associate professor or to the rank of assistant professor without the foregoing requirements regarding the doctorate being

fulfilled. Such exceptions to this degree requirement shall be judged by the Committee on Promotion and Tenure after a detailed recommendation from the chair of the department has been received

(c) Length of Service:

Faculty members in the rank of instructor may expect to stay within that rank for four years. Promotion to the rank of assistant professor shall be automatically granted upon completion of all requirements for the doctorate. Any instructor still in that rank in his or her fourth consecutive year must apply for promotion in that fourth year.

Newly appointed instructors with three or more years of experience at another institution must serve one year at Manhattan College before being eligible or being required to apply for promotion.

If an instructor is not advanced to the rank of assistant professor at the end of four years (or more for the exception created in the preceding sentence), it is permissible to reappoint him or her as instructor for an additional year, which will be his or her terminal year.

Ordinarily a faculty member will have completed a minimum of four full years as an assistant professor or as an associate professor at Manhattan College and/or at other institutions before he or she may be recommended for, or apply for, promotion to the next rank. In keeping with this norm, a faculty member will be in his or her fifth year of appointment in rank as an assistant or associate professor before he or she may apply for promotion to the next rank. Research leave granted to a faculty member who is the recipient of a foundation or government agency award or fellowship during the time of one's employment at the College should be counted as time in rank and in service to Manhattan College.⁸

A faculty member applying for promotion and tenure in the same year cannot be considered for promotion if denied tenure in the same year.

Early Promotion: The Committee for Promotion and Tenure shall have the discretion to recommend early promotion to outstanding applicants who are clearly above the norm. The applicant for early promotion shall have completed a minimum of two full years as assistant or associate professor before he or she may be recommended for, or apply for, promotion to the next rank. In keeping with this, an applicant for early promotion will be in his or her third year of appointment as an assistant or associate professor before he or she may apply for promotion to the next rank.

(d) Responsible Performance in College and/or Professional Activities.

The contributions of a faculty member in the work of faculty committees, in the guidance of students and in the advising of co-curricular and extra-curricular student activities must be evaluated. The chairs of departments are required to consult the chairs of faculty committees, the dean of students,

⁸ CFA resolution Spring 2021

and other appropriate administrative officers to ascertain the manner in which a faculty member has performed any of these assignments.

The chair of a department shall take care to note whether a candidate has organized and participated in the intellectual and cultural activities of the College: forums; special discussion groups; lecture series; etc. Chairs shall also report and evaluate a candidate's participation in those activities of the community or professional circles that enhance the stature of the candidate as a faculty member.

2.8.3.2 Norms for promotion of library faculty

In submitting recommendations with respect to promotion, the director of libraries must consider the following: (a) a candidate's performance in administrative and bibliographic activities, research, and other scholarly and professional activities; (b) academic degrees; (c) the length of service in higher education; (d) evidence of appropriate responsible participation in college assignments other than teaching and research. A candidate for promotion shall be examined in light of these considerations.

(a) Performance in Administrative and Bibliographic Activities, Research, and Other Scholarly and Professional Activities.

The evaluation of a library faculty member's performance in service to the College shall be based on observations of the director of libraries and of other members of the library faculty. Since the director of libraries is obliged to gather the data needed for this evaluation, he or she initiates procedures for doing so. Such procedures ought to include observation, personal conferences with a faculty member, review of evaluations, private discussion of assignments. The director shall report on the candidate's knowledge of library matters, effectiveness as a librarian, creativity and experimentation in librarianship, growth as a librarian, and cooperation in necessary procedures related to proper functioning of the library. Library functions that promote library effectiveness include:

- a) reference and research assistance to the College faculty and students;
- b) coordination of collection development;
- c) design and production of instructional media on the use of the library resources;
- d) the provision of bibliographic organization and control to the library collections;
- e) instruction in the use of the library and its resources;
- f) development and promotion of library services to the College community;
- g) leadership and management in planning and implementing library budgets, operations, and services.

In evaluating the research, scholarly, and professional activities of a library faculty member, the director of libraries shall weigh the overall academic and administrative duties of the library faculty member involved. The extent of an individual's participation in research and in other academic, scholarly, and professional activities and the quality of work are appropriate considerations. Evidence of research, scholarly, and professional activities may include conducting or planning research projects; participation in the activities of learned and/or professional societies; lecturing or delivering papers in academic and/or professional circles; publishing books, papers, or reviews; preparing proposals for grants, projects or research activities; the compilation of significant bibliographies, indexes, special catalogs, guide books, or inventories, whether for external or internal use, and the preparation of substantial internal or external reports involving research and the application of the librarian's professional abilities. Library faculty members should inform the director of libraries concerning their scholarly and professional activities that could possibly escape his or her notice. The director should report any recognition that a library faculty member has received from learned societies for academic achievements or contributions.

(b) Academic Degrees.

A faculty member must have earned a second master's degree or a doctorate from an accredited university in order to be eligible for promotion to the rank of associate librarian.

(c) Length of Service.

Library faculty members in the rank of assistant librarian I may expect to stay within that rank for four years unless the candidate completes a second master's degree or doctorate prior to four years. Promotion to the rank of assistant librarian II will be automatically granted upon completion of all requirements for a second master's degree or a doctorate. Any assistant librarian I still in that rank in his or her fourth consecutive year must apply for promotion in that fourth year.

Newly appointed assistant librarians I with three or more years of experience must serve one year at Manhattan College before being eligible for promotion. If an assistant librarian I is not advanced to the rank of assistant librarian II at the end of four years at Manhattan College, it is permissible to reappoint him or her for an additional year, which will be his or her terminal year.

Except in very unusual circumstances, a library faculty member must have completed a minimum of four full years as assistant librarian II or associate librarian before he or she may be recommended for, or apply for, promotion to the next rank. In keeping with this regulation, a library faculty member will be in his or her fifth year of appointment before he or she may make application for promotion to the next rank. The Committee for Promotion and Tenure shall, however, have the discretion to grant early promotion to outstanding applicants who are clearly above the norm. The applicant for early promotion will have completed a minimum of two full years as assistant librarian II or associate librarian before he or she may be recommended for, or apply for, promotion to the next rank. In keeping with this, an applicant for early promotion will be in his or her third year of appointment as an assistant librarian II or associate librarian before he or she may apply for promotion to the next rank.

(d) Responsible Performance in College and/or Professional Activities.

The contribution(s) of a library faculty member in the work of faculty committees, and/or in the advising of co-curricular student activities must be evaluated. The director of libraries is required to consult the chairs of faculty committees, the dean of students, and other appropriate administrative officers to ascertain the manner in which a library faculty member has performed any of these assignments.

The director of libraries shall take care to note whether a candidate has organized and participated in the intellectual and cultural activities of the College: forums; special discussion groups; lecture series, etc. The director shall also report and evaluate a candidate's participation in those activities of the community or professional circles that enhance the stature of a candidate as a library faculty member.

2.8.4 Requirements for promotion

2.8.4.1 Professor

The rank of professor, the most distinguished academic rank awarded by the College, is granted in recognition of a faculty member's *excellence as a teacher and scholar*.

To be eligible for promotion to the rank of professor a candidate must, except in very unusual circumstances:

- (a) have fulfilled the requirements of the lower rank;
- (b) be a tenured member of the faculty;
- (c) meet the length of service requirement in 2.8.3.1;⁹
- (d) present evidence that he or she has been an excellent teacher, especially during the period he or she has been associate professor; this shall include evaluations by his or her chair, faculty colleagues, and students based on observations that attest to the excellence of the teaching performance;
- (e) present evidence of scholarly productivity significant in its qualitative and quantitative aspects; this shall include some of the following: published works other than a doctoral dissertation (books and/or articles, and/or reviews, etc.); addresses to scholarly or professional societies; important research projects; participation in professional activities recognizable as enhancing his or her status as a member of the academic profession;
- (f) present evidence that he or she has brought favorable notice to the College in the academic and/or professional world;
- (g) present evidence of excellence in leadership within the department, School and/or College, and in the wider academic and/or professional world;
- (h) present evidence of appropriate responsible participation in College activities other than teaching and research;
- (i) present evidence of excellence in dedication to Manhattan College.

⁹ CFA resolution effective July 1, 2021

2.8.4.2 Associate Professor

For promotion to the rank of associate professor, it is required that a faculty member has achieved the status of an *accomplished teacher and scholar*.

To be eligible for promotion to the rank of associate professor a candidate must, except in very unusual circumstances:

- (a) have earned the doctorate;
- (b) be a tenured member of the faculty or have been approved for tenured status at Manhattan College by the Committee on Promotion and Tenure;
- (c) meet the length of service requirement in 2.8.3.1
- (d) present evidence that he or she has been an accomplished teacher during the period he or she has held the rank of assistant professor; this shall include some of the following: successful performance in handling teaching assignments; successful use of, and/or experimentation with various teaching methods; evaluations by chair, faculty colleagues and students based on observations that attest to accomplished teaching performance; development of new courses; contributions to curricular review and reform;
- (e) present evidence that he or she has been productive in some scholarly endeavors; appropriate evidence includes: published works (books, and/or articles, and/or reviews, etc.) other than a doctoral dissertation; lectures delivered to academic or professional societies; participation in research projects and significant professional activities;
- (f) present evidence that he or she has achieved some stature among scholars in his or her field;
- (g) present evidence of appropriate responsible participation in College activities other than teaching and research;
- (h) present evidence of dedication to Manhattan College.

2.8.4.3 Assistant Professor

Promotion to the rank of assistant professor requires that a faculty member give evidence of developing *competence as a teacher and scholar*.

Instructors may apply for promotion to the rank of assistant professor upon completion of all the requirements for the doctorate from an accredited university. Otherwise, to be eligible for promotion to the rank of assistant professor, a candidate is required, except in very unusual circumstances, to:

- (a) present evidence of making satisfactory and continuous progress towards completing the appropriate doctorate from an accredited university. In such cases he or she must have completed all the requirements except the dissertation and also give evidence of making satisfactory and continuous progress towards completing the dissertation. Such a faculty member must present: (1) a statement outlining the requirements of his or her doctoral program supported by the appropriate section(s) in the catalog of the institution where he or she is matriculating; (2) a recent transcript of the work already completed in his or her doctoral program; (3) a statement from his or her doctoral advisor indicating the progress made on the dissertation with an estimate of the date of completion of the dissertation;

- (b) have completed three full years in the rank of instructor at Manhattan College and/or at other institutions of higher education before applying for said promotion, except that no faculty member may apply for promotion until he or she has completed at least one year at Manhattan; the candidate shall normally have completed four full years in the rank of instructor before his or her promotion will become effective;
- (c) present evidence that he or she has handled all teaching assignments in a competent manner, which gives promise of further development in the art of teaching; such evidence shall include evaluations by chair, faculty colleagues, and students based on observations of satisfactory teaching performance;
- (d) present evidence that he or she has begun scholarly development by significant work in research projects, and/or by scholarly publications and/or meaningful participation in the activities of learned societies and/or other scholarly and professional activities;
- (e) present evidence of appropriate responsible participation in College activities other than teaching and research;
- (f) present evidence of dedication to Manhattan College.

2.8.4.4 Librarian

The rank of librarian is granted in recognition of *excellence as a librarian*. This rank may be granted to a librarian whose excellent performance in appropriate professional activities has enhanced his or her status in the academic world.

To be eligible for promotion to the rank of librarian, a candidate must, except in very unusual circumstances:

- (a) have fulfilled the requirements of the lower rank;
- (b) be a tenured member of the library faculty;
- (c) have completed a minimum of four full years in the rank of associate librarian at Manhattan and/or other institutions of higher education before applying for said promotion; (for early promotion, see "Norms for promotion" section (c), "Length of Service");
- (d) present evidence that he or she has been an excellent librarian, especially during the period that he or she has been associate librarian;
- (e) present evidence of professional and/or scholarly activity. Examples of such activity are publications (books and/or articles and/or reviews and/or bibliographic works, etc.), addresses delivered to scholarly or professional societies; research projects; advanced degrees; participation in professional activities recognizable as enhancing his or her status as a librarian;
- (f) present evidence of appropriate responsible participation in College activities other than library activities and research;
- (g) present evidence of excellence in dedication to Manhattan College;

2.8.4.5 Associate Librarian

For promotion to the rank of associate librarian, it is required that the candidate has achieved the status of *an accomplished librarian*.

To be eligible for promotion to the rank of associate librarian, a candidate must, except in very unusual circumstances:

- (a) have earned a second master's degree or a doctorate;
- (b) be a tenured member of the library faculty or have been approved for tenured status at Manhattan College by the Committee on Promotion and Tenure;
- (c) have completed a minimum of four full years in the rank of assistant librarian II at Manhattan College and/or at other institutions of higher education before applying for said promotion; (for early promotion, see "Norms for promotion" section (c), "Length of Service".)
- (d) present evidence that he or she has been an accomplished librarian during the period he or she has held the rank of assistant librarian II. This shall include some of the following: successful performance of library assignments and administrative duties, the development of innovative approaches to problem-solving in specific areas of librarianship that shall enhance library service, evaluations by the director, library faculty colleagues, and/or students that attest to accomplished performance;
- (e) present evidence that he or she has engaged in professional and/or scholarly activities; appropriate evidence includes: publications (books, and/or articles and/or reviews and/or bibliographies), indexes, special catalogs, handbooks, inventories, etc., whether for internal or external use;
- (f) present evidence that he or she has achieved some stature among librarians; evidence may include membership in professional organizations, participation in professional meetings, conventions, conferences, workshops, institutes, etc.;
- (g) present evidence of appropriate responsible participation in College activities other than teaching and research;
- (h) present evidence of dedication to Manhattan College.

2.8.4.6 Assistant Librarian II

Promotion to the rank of assistant librarian II requires that a library faculty member give evidence of *competence as a librarian and scholar*.

To be eligible for promotion to the rank of assistant librarian II, a candidate must, except in very unusual circumstances:

- (a) have completed all the requirements for a second master's degree or for a doctorate except for the thesis or dissertation;

- (b) have completed three full years in the rank of assistant librarian I at Manhattan College and/or another institution of higher education before applying for said promotion; except that no library faculty may apply for promotion until he or she has completed one year at Manhattan College; the candidate will normally have completed four full years in the rank of assistant librarian I before his or her promotion shall become effective;
- (c) present evidence that he or she has handled all library assignments in a competent manner, which gives promise for further development in librarianship;
- (d) present evidence that he or she has begun scholarly development. Examples are work in research projects and/or publications and/or meaningful participation in the activities of professional societies and/or scholarly and professional activities;
- (e) present evidence of appropriate responsible participation in College activities other than research and library activities;
- (f) present evidence of dedication to Manhattan College.

2.8.5 Promotion and procedure for reconsideration

The president makes promotions in rank after he or she has received the recommendation of the Committee on Promotion and Tenure.

In the event the Committee on Promotion and Tenure does not recommend the promotion of an applicant, the chair of the Committee shall send a written statement of the reason(s) for this action to the chair of the applicant's department or to the director of libraries in the case of a member of the library faculty. The chair of the department shall discuss the statement privately with the applicant and at that time supply him or her with a copy of the statement of the chair of the Committee. The faculty member whose application for promotion has not received the positive recommendation of the Committee on Promotion and Tenure may ask the chair of the department or the director of libraries in the case of a member of the library faculty to request from the provost¹⁰ a reconsideration of the Committee's conclusion.

The applicant may make such a request for reconsideration to his or her chair or to the director of libraries in the case of a member of the library faculty only if he or she can show that new information is now available or that information at the disposal of the committee was misleadingly presented or that such information was apparently misunderstood. The chair of the department or the director of libraries in the case of a member of the library faculty shall evaluate this request and transmit it to the provost.

The provost may then direct the request for reconsideration to a subcommittee of the Committee on Promotion and Tenure whose membership has been determined by a vote of the whole committee. This subcommittee shall examine the request for reconsideration and decide whether new information is now available, or whether information previously at the disposal of the committee was misleadingly presented, or whether such information was misunderstood. If the subcommittee judges that any of these circumstances exist, the case shall be presented again to the whole committee for

¹⁰ CFA Resolution Spring 2021

reconsideration. If the subcommittee judges that no new information is available or that the information previously at the disposal of the committee was neither misleadingly presented nor misunderstood, it shall inform the chair of the Committee on Promotion and Tenure of its conclusion and through him or her, to both the provost and the president. The president shall examine the conclusion of the subcommittee and determine whether he or she is in agreement with it. If the president concurs with the subcommittee's conclusion, he or she shall inform the chair of the department (or the director of libraries, in the case of library faculty) that the request for reconsideration has been denied. If the president does not concur with the conclusion of the subcommittee, he or she shall direct that the case be reconsidered by the Committee on Promotion and Tenure. The president shall also inform the subcommittee of his or her reason(s) for not accepting its conclusion.

2.9 Separation

2.9.1 Resignation

Resignation is the termination of service by voluntary action on the part of the faculty member. A faculty member may terminate his or her appointment effective at the end of an academic year, provided he or she gives notice in writing at the earliest possible opportunity, but no later than May 15, or thirty days after receiving notification of the terms of his or her appointment for the following year, whichever date occurs later.

2.9.2 Retirement

Faculty members may retire at 65 years of age. Retirement at 65 means that the retirement and pension programs provided by the College for faculty members are fully funded at that time. The College shall continue payment into TIAA-CREF retirement programs until the time of retirement. Retirement is effectuated by a letter to the provost and by filing for retirement benefits through the office of the vice president for human resources.

2.9.3 Non-reappointment

With the exception of appointments clearly limited to temporary association with the institution, (see Sections 2.1 and 2.2) and reappointments of retired faculty members on special occasions, all full-time appointments to regular faculty rank are of two kinds, probationary appointments or appointments with tenure.

2.9.3.1 Decision Not to Reappoint:

Any decision not to renew the contract for a probationary faculty member shall be made by a majority vote of all tenured faculty of a department. The chair shall request a special meeting of the tenured members of the department to discuss the candidate, and to assess whether he or she has

made sufficient progress in strengthening areas identified as weaknesses during the Annual Review. The chair shall convey the decision of the department to the dean of the School.

2.9.3.2 Deadlines for Notification of Non-reappointment.

Written notice that a probationary appointment is not to be renewed shall be given to a faculty member in advance of the expiration of his or her appointment, as follows: (1) not later than March 1 of the first academic year of service, if the appointment expires at the end of the year (though notice of non-reappointment deliberations must be given by February 1); or if a one-year appointment terminates during an academic year, at least three months in advance of its termination; (2) not later than February 1 of the second academic year of service if the appointment expires at the end of the year (though notice of non-reappointment deliberations must be given by December 15 of that academic year); (3) by September 1 of the potentially terminal year after two or more years at Manhattan College (though notice of non-reappointment deliberations must be given by June 15). Contracts lasting one year terminate on June 15.

After the required written notice has been given, the appointment of a faculty member terminates with the expiration of the contract. The College need not make a formal statement of explanation if it does not reappoint a faculty member who has a probationary appointment.

2.9.4 Release

At times, the College may, for reasons of emergency or because of changes in the circumstances prevailing when the original agreement was made, be impelled to reduce the number of faculty members. Among reasons for release are the following: (1) changes in the financial status of the College; (2) changes of program requiring reduction or elimination of faculty; (3) disability of a faculty member that is so serious that he or she cannot perform his or her duties properly. In situations requiring the release of faculty members due to financial exigency or discontinuance of a program or department of instruction, the faculty member concerned shall be given notice as soon as possible. Notice shall be given in keeping with the determinations set forth under section 2.9.3 of this **HANDBOOK**. If circumstances prevent the College from meeting the specifications for notice as set forth under expiration of term, the College shall give a faculty member, whom it must release, severance pay equal to the salary he or she would earn in the period involved in later notice.

2.9.5 Dismissal

Dismissal denotes the termination for cause of the appointment of a faculty member with tenure or a probationary faculty member whose term of appointment has not expired. Dismissal action originates at the instigation of the College. Reasons that may lead to dismissal include the following: (1) incompetency or irresponsibility in discharging obligations to the College; (2) insubordination or breach of contract; (3) moral turpitude; (4) refusal to accept and/or to implement the stated aims of the College; (5) substantial misrepresentation of facts requested by the College in its application form or other pre-employment documentation, for example, claiming a degree that he or she has not earned, misrepresenting previous experience, etc.

The procedures to be followed in cases of dismissal are those presented in the *AAUP Statement on Procedural Standards in Faculty Dismissal Proceedings* (1958).

In implementing this procedure, Manhattan College makes the following accommodations. A standing faculty committee, entitled the Committee on Termination of Service, is charged with the function of rendering confidential advice to the president concerning the initiation of dismissal proceedings. The Hearing Committee, established to conduct the hearing and reach a decision, shall be composed of five members selected from the elected tenured members of the Council for Faculty Affairs. The president shall select two from the group, the faculty member whose dismissal is under consideration shall select two others, and the four shall select the fifth member. The Hearing Committee shall elect its own chair.

Adequate cause for dismissal shall be related, directly and substantially, to the fitness of the faculty member in question in his or her professional capacities as a teacher or researcher. Dismissal shall not be used to restrain faculty members in their exercise of academic freedom or rights as American citizens.

2.10 Faculty rights and responsibilities

A faculty member has the following rights as they are explained in the **HANDBOOK**:

1. to freedom of teaching;
2. to clear and mutually binding terms of appointment;
3. to remuneration proportionate to status and responsibility, according to contract;
4. to appropriate consideration in matters of promotion (for full-time faculty);
5. to observance of tenure clauses (for full-time faculty);
6. to make an appeal in matters of dispute according to the line of authority found in the organizational chart;
7. to a teaching assignment consonant with the College's normal teaching load;
8. to full participation in benefits (for full-time faculty);
9. to be identified with the College as a member of the faculty.
10. to a pre-tenure review.

The full-time faculty member is obliged:

1. to make teaching at Manhattan College his or her main professional interest;
2. after consultation, to accept the teaching assignment given to him or her by the chair of the department;
3. to support fully the educational aims and purposes of the College;
4. to promote the general interests and the good reputation of the College;
5. to observe and enforce the rules and regulations of the College;
6. to render full-time service to the College during the contract period; to accept no outside employment during this period without the knowledge of the department chair, who shall report all such activities to the dean of the school and through him or her to the provost;
7. to accept assignments regarding student guidance, committee work, moderatorships of extracurricular and co-curricular activities or similar assignments;
8. to consider compliance with regulations concerning faculty absences as a very serious obligation.

2.10.1 Academic Freedom

Manhattan College has adopted the *1940 Statement of Principles on Academic Freedom and Tenure with 1970 Interpretive Comments* of the American Association of University Professors and of the Association of American Colleges. These are found in Appendix A of this **HANDBOOK**.

2.10.2 Curriculum: The faculty is responsible for the curriculum. Only the full time faculty, and in particular Department Chairs or Program Directors with faculty status, may approve the credentials of full-time and part-time faculty to teach any and all for-credit courses offered by the College. Only full-time faculty at Manhattan College, acting in whatever units or groups as appropriate, have the authority to approve curricula for any and all degrees and for-credit courses offered by Manhattan College, including curricula for any and all degrees offered by the School of Continuing and Professional Studies.

2. 2.10.2.1 Instructional Methods

Each member of the faculty is free to determine an appropriate method of instruction; the nature of the discipline shall ordinarily dictate the method. One should recognize an obligation to present a clear and fully comprehensive course in accordance with the published course description. Each faculty member shall inform the students at the beginning of the course about special requirements concerning the ordering of books, arrangement of submitted work, quizzes, the bases for evaluation and grades, and other pertinent details, to help students do the work of the course well. A copy of the course syllabus, list of required readings, schedule of assignments, quizzes and examinations, and bases for evaluation and grading shall be submitted to the department chair.

Each faculty member is expected to be conscientious in judging and rating all assignments and returning them in a timely fashion to students.

3. 2.10.2.2 Faculty Identification with the College

The faculty member must be aware of the magnification given to his or her voice and opinions when that person's name is associated with that of the College. Therefore the faculty member bears a great responsibility when undertaking to express personal opinions in public print. If a faculty member attaches the designation of Manhattan College to his or her name, he or she might be considered to be speaking in a quasi-official capacity for the College. Faculty members in such situations should be careful to note that their affiliation is listed for identification purposes only and their views do not represent the view of Manhattan College.

2.10.3 Sexual Harassment

Manhattan College has long been known for the value-centered education it offers. Among the values the College Community cherishes and imparts is a deep respect for the dignity and integrity of each person. Among the responsibilities the Community assumes is the need to stand firm against all that threatens that dignity and integrity.

Since discrimination of any form vitiates every form of human relationship, the College has long stated its intolerance of any discriminatory practice based on race, color, religion, nationality, or sex.

Knowing that sexual harassment is an insidious form of discrimination, one that demeans the dignity and integrity of the individual, that attacks the College's mission to foster an open learning and working environment, that destroys the good order of society, the College has condemned such harassment. (The policies and formal procedures to be followed should any such harassment be reported are found in Appendix E of this **HANDBOOK**.)

2.10.2.4 Professional Ethics

Manhattan College has adopted the 1987 Statement on Professional Ethics of the American Association of University Professors. This is found Appendix D of this **HANDBOOK**.

2.11 Faculty Development

To ensure the continued teaching competence and professional growth of the faculty, the College makes available a number of faculty development programs.

2.11.1 Sabbatical Leave

Sabbatical Leave may be granted by the president to a member of the faculty of Manhattan College within the following rules:

(a) **Purpose of Sabbatical Leave Program:** Sabbatical leave has been established at Manhattan College to provide the faculty members with an opportunity to devote themselves more intensively to faculty development and thereby enrich their teaching at Manhattan College. Sabbatical leave may not be requested to complete requirements for a doctoral degree; it shall not be granted to complete a doctoral dissertation.

(b) **Eligibility:** Tenured faculty and those who have been approved by the president for tenure who have completed seven or more years with full-time academic rank at Manhattan College are eligible for a sabbatical leave in the following year. They shall apply for this leave no earlier than in the seventh year of service. A faculty member who has been on leave from the College for any reason other than sick leave, maternity leave, or leave granted to the recipient of a recognized foundation or government agency award (e.g., Danforth, Ford, Fulbright, National Science Foundation, etc.), may not count that time in his or her seven years of service. A faculty member is eligible for sabbatical leave in the sixth year after his or her last sabbatical leave.

(c) **Conditions of Sabbatical Leave:** A faculty member may request leave for a full year at two-thirds of his or her full salary or for a semester at full salary. It is understood that a faculty member who has received a sabbatical leave shall return to Manhattan College for at least one year following the sabbatical leave. Accordingly, a faculty member may not apply for sabbatical leave in the academic year before the year of retirement. There shall be a maximum of 7 (previously 6) full year sabbaticals granted each year. There shall be a maximum of 14 (previously 12) semester sabbaticals granted each year. Of these, 10 (previously 9) semester sabbaticals can be granted irrespective of the number of full year sabbaticals that year; one or two or three semester sabbaticals remaining from the 14 (previously 12) can be granted only if there are respectively at least one or two or three full-year sabbaticals granted that year provided sufficient proposals are recommended by the Committee on Sabbatical Leave. Additional sabbatical leaves may be granted.¹¹

¹¹ CFA resolution effective July 1, 2019.

A faculty member can elect to take a full year sabbatical over an academic year or over a calendar year.

(d) **Procedures for Selecting Faculty for Sabbatical Leave:** Sabbatical leave shall be granted by the president upon the recommendation of the faculty committee appointed to evaluate the proposals submitted by the members of the faculty. In applying for sabbatical leave, each faculty member is expected to inform the chair of the department in which he or she teaches that he or she intends to apply and to obtain the signature of the chair of the department on the application and the chair's recommendation. Applicants for sabbatical leave should be prepared, if necessary, to appear personally before the Committee on Sabbatical Leave to explain or clarify the precise nature of the proposals or any parts thereof. In determining its recommendations on requests for sabbatical leave, the committee shall consider, among others the following: the academic merit of the proposed work, the extent to which plans submitted for use of time while on leave are reasonable, the benefit to the faculty member as a teacher, or scholar, or both; the extent to which the plans could benefit the curriculum of the College; the quality of the written proposal in terms of its clarity and organization; and the quantity and quality of service to the College.

(e) The Sabbatical Leave Committee will meet during the Fall semester. Applicants are responsible for securing the appropriate signatures and submitting the Sabbatical Leave application to the provost's office by October 15th. The Sabbatical Leave Committee will submit their recommendations to the provost by November 12th.¹² Faculty who have not taken a sabbatical will be eligible to apply that Fall if they are in their seventh year of service or later, at the time of application. Faculty who have taken a sabbatical leave will be eligible to apply that Fall if they are in their fifth year of service or later, after their previous sabbatical year at the time of application. Faculty who so apply will be eligible for Sabbatical Leave beginning with the subsequent Fall semester.

Full-time replacements shall not be hired to cover the normal teaching loads of faculty on sabbatical leave. Teaching loads shall be covered by adjuncts and/or a reduction in course offerings. Whenever possible, a department shall avoid having two or more members on sabbatical leave in the same semester.

2.11.2 Summer Grants

Regular full-time faculty are eligible to apply for summer grants. Applications for summer grants are to be submitted to the Committee on Summer Grants by sending them to the office of the provost by the published deadline. Each applicant is requested to submit six copies of his or her application. This program is in no way to be used to support doctoral dissertations; its focus shall be post-doctoral. The scholarly excellence and intellectual respectability of the proposed project are the primary criteria for selection.

Summer grants are awarded in conformity to the following rules:

1. Only tenure-track faculty are eligible to apply for a summer grant;

¹² CFA resolution effective Fall 2021.

2. A faculty member who applies for a summer grant during his or her first year at Manhattan College shall present a letter of recommendation from his or her department chair;
3. After having received a summer grant, a faculty member shall ordinarily not receive another grant until two summers have elapsed.

Beginning in the Summer of 2011, twenty (20) summer grants shall be available to be awarded to the faculty in the following manner. (The compensation for summer grants shall be reviewed on a triennial basis by the provost and the Faculty Welfare Committee and announced by the chair of the Council for Faculty Affairs each Fall.) A) Six summer grants shall be reserved for untenured faculty assuming that there are six worthy applications. The selection of these first six grants would be on a competitive basis. B) The remaining summer grants should be open to all faculty—tenured or untenured—again, on a competitive basis.

2.11.3 Travel Funds

Travel allowances shall be granted to full-time faculty members to participate actively in regularly scheduled meetings of learned and scientific associations, insofar as budget will allow. Faculty members must apply for travel allowances in advance by submitting the travel request form to the dean of the school for his or her recommendation to the provost.

2.11.4 Other Faculty Development Opportunities

In addition to the faculty development opportunities described above, the College also grants released time, and in special circumstances summer stipends, to faculty for special laboratory or curriculum development projects. Faculty receiving grants from the National Science Foundation for new laboratory installations normally receive such support.

Upon application by the faculty member, and when circumstances permit, the College also grants released time to faculty needing it to initiate or complete research projects. Through the office of the director of research, the College offers assistance to faculty to obtain sponsorship for research projects, in the preparation of proposals and the solicitation of funding. The office of the director of research shall also provide support in administering funded projects and in preparing necessary reports to funding sources. The director of corporate and foundation relations in the division of college advancement may also assist faculty in seeking funding for research projects.

Faculty of the school of business may apply for grants to support research from the Capalbo Fund, an endowed fund administered by the school of business. The Capalbo Fund supports summer grants, travel reimbursements, student assistants, computer and clerical support, and other costs of research projects.

The College participates in the Faculty Resources Network, administered by New York University, which makes available a visiting scholars program, seminars, and other programs for faculty development.

2.12 Faculty Workload

2.12.1 Academic (Teaching, Preparations, Committees, Research)

2.12.1.1 Definitions of time units affecting faculty

(a) College "in session": The obligations of a faculty member to render service to the College apply primarily to the time when the College is "in session." The College is officially "in session" for the duration of the academic year except for designated recesses and holidays. The College registers a five-year calendar with the New York State Department of Education specifying the academic year and recesses and holidays. The annual calendar is published in the *College Catalog*. Faculty are expected to be available during the examination period and for a period of several weeks after the commencement. Faculty are responsible for completing duties, such as filing grades, during recesses if they have not done so while the College is in session.

(b) The Academic Year: The academic year is divided into two semesters. Each semester is planned to include the number of class-contact hours specified by New York State Department of Education regulations and a sufficient time for final examinations.

(c) The Academic Week: Undergraduate classes are scheduled on Monday, Tuesday, Wednesday, Thursday and Friday. Some graduate classes are scheduled on Saturday. Final examinations may be scheduled on Saturday. Every effort shall be made to arrange individual faculty teaching schedules according to his or her wishes. Ordinarily, no faculty member shall be called upon to teach on more than four days -- Monday through Saturday.

(d) The Academic Day: It is very difficult to define the academic day for the faculty member. In addition to teaching duties, time shall be provided to fulfill professional obligations to the students and to the College. Scheduled commitments shall be adjusted as equitably as possible on regular schooldays. Faculty may be called to teach on Saturdays or in the evening sessions.

(e) The Academic Hour: The normal class-hour is of fifty-five minutes duration, followed by a ten-minute transition period to allow students and faculty to reach other locations. Faculty should not retain students in the classroom beyond the assigned time.

(f) Recesses, Vacation, Holidays: Recesses, vacation and holidays are specified in the official College calendar published annually in the *Catalog*. The College shall refrain as much as possible from encroaching upon these. Holidays may, however, be occasions for special College functions that may require faculty presence and participation.

2.12.1.2 Faculty workload limits

The following factors should enter the consideration of a normal teaching load:

- (a) the number of class sessions per week;
- (b) the prospective number of students in each class, based upon the number of incoming freshmen and the registration of continuing students;
- (c) the number of separate preparations and the amount of theme or problem correcting, grading, etc., necessary in course;
- (d) the number of new preparations;
- (e) the number of basic as opposed to advanced courses;
- (f) where pertinent, the ratio of instruction to laboratory hours and/or problem periods.

Each department chair shall consider it a serious obligation to bear these six factors in mind when assigning the individual teaching schedules of department members each year. Where pertinent, the chair shall also consider department members' participation in sponsored research projects, subject-related activities approved by the chair, scholarly writing, completion of doctoral dissertation, etc. Rank and seniority in rank shall be among the important criteria in making such assignments.

The maximum full-time faculty undergraduate teaching load is equivalent to twelve lecture hours per week, normally involving not more than three separate course preparations in any term for undergraduate instruction. The faculty member must agree to any increase beyond this maximum.

Faculty members engaged in teaching at the graduate level may not be assigned overload without permission of the dean and provost.

The teaching load of a faculty member is computed over two semesters. A schedule does not exceed the work load limit if the total of two semesters is not in excess of twenty-one lecture hours. Laboratory periods and problem periods are reckoned as equivalent to two-thirds of a lecture hour, whereas independent study and tutorial are one-half credit per student.

Deviations from these standards must be justified by the chair of the department, the dean of the school, and approved by the provost on the basis of the considerations mentioned above. When a faculty member is engaged in research that is sponsored by an outside agency for a part of the academic year, he or she shall receive no additional salary. The College must be reimbursed by the sponsoring agency for that part of the member's salary equal to the portion of time devoted to research. Reductions in teaching load granted by the College, whether for research or other purposes, shall not result in faculty overloads.

In situations not covered above, the chair of a department must consult with the dean of the school to determine the value to be given to assignments such as the following: participation in a departmental seminar program; observation and supervision of practice teaching; team teaching.

The chair of a department must obtain approval of the dean before assigning value to any other type of teaching schedule that is not mentioned herein.

2.12.1.3 Compensation for overload teaching and teaching in special sessions

Regular full-time faculty who, due to exceptional circumstances, are assigned to teach more than a normal full-time teaching schedule during the fall and spring semesters, or who teach courses during one of the College's Special Sessions, shall be paid on the basis of a per-credit-hour salary scale that shall be determined annually in discussions between the College administration and the Faculty Welfare Committee.

Faculty teaching graduate courses during Special Sessions shall be paid for four credit hours for three credit hours of instruction.

Appointments to teach during Special Sessions are made by separate agreement. Appointments are conditional upon the number of students who register for the course. Courses shall be offered only if there is sufficient enrollment. The decision to cancel a course because of insufficient registration rests with the provost. Rank and seniority in rank are important considerations in the assignment of teachers for the summer sessions.

2.12.1.4 Examinations

A schedule for final examinations at the end of the fall and spring semesters is prepared by the registrar. Each school of the College sets policies on the nature and scope of testing in the final examination period. No testing of any kind is permitted during the final week of classes. The following guidelines for final examinations have been approved:

1. A student should normally take one examination on any given day. In exceptional circumstances, he or she may have to take two final examinations on one day;
2. A faculty member should normally give an examination for each course;
3. Block scheduling of multiple sections should be prepared by the registrar's office upon application of the faculty member teaching more than two sections of the same course;
4. Chairs of departments should be responsible for assigning faculty proctors for large examinations and for informing the scheduling officer who those proctors will be;
5. The final exam schedule shall be published during registration as part of the course schedule.

2.12.1.5 Participation in Departmental, School and College governance

Manhattan College seeks to attain the ideal that the governance of the College will be a truly cooperative venture among the trustees, administrators, faculty, students, staff, and alumnae of the College. College-wide governance bodies at all levels permit and encourage the participation of all constituent groups. Constituent groups also have their own representative governance bodies. The faculty of the College are represented on all standing committees of the Board of Trustees, in the College Senate and its commissions, by the Council for Faculty Affairs and its committees, in other standing committees of the College, and in school and departmental governance bodies. Participation in College governance is a serious responsibility for all faculty members. (See Appendices)

Faculty are obliged to attend meetings of all governance bodies to which they have been elected or appointed. They are also obliged to attend school and departmental meetings and general faculty convocations.

2.12.1.6 Attendance at College functions

Faculty are obliged to participate in certain College official occasions to ensure the proper dignity and spirit of these functions. Participation in the main undergraduate commencement exercises in May is obligatory. Participation in the baccalaureate ceremony prior to the undergraduate commencement is highly desirable. Graduate faculty are expected to participate in the graduate commencement in May. All faculty are expected to attend the Faculty Convocations at the opening of the Fall and Spring semesters. Faculty are encouraged to attend the Fall and Spring Honors Convocations. All faculty are expected to attend the annual Faculty Recognition Convocation, as a mark of respect to their colleagues. Participation in other College functions such as special lectures and presentations, social functions, cultural activities, is strongly recommended. Faculty are urged to attend religious, cultural, and intellectual functions on the campus and to encourage students to participate in co-curricular and extra-curricular activities.

2.12.1.7 Research

While Manhattan College is primarily concerned with the faculty member as a teacher, it is vitally interested in him or her as a productive scholar as well.

All faculty are expected to remain current with the research and scholarship in their field so that their teaching reflects the current state of their discipline. All faculty are also expected to be engaged in the intellectual life of their discipline and of the College by regular presentation of their scholarship or research for peer review. These are basic requirements for an institution that seeks to place its graduates in graduate or professional schools or in professional employment.

Through its faculty development programs of sabbaticals, summer grants, released time and other support, the College actively supports faculty scholarship and research. The director of research, who reports directly to the provost, is responsible for providing College-wide assistance to faculty seeking external support from governmental agency and corporate grants and contracts. The director of research shall assist faculty in identifying sources of support, developing and producing proposals, administering grants and contracts, and preparing reports.

In addition to the director of research, the College also has a director of corporate and foundation relations, reporting to the vice president for College advancement. Some activities are more appropriately funded by corporate or foundation grants. The director of corporate and foundation relations shall assist faculty in identifying sources of support, developing and producing proposals, administering grants, and preparing reports. Faculty should be aware, however, that the primary function of this office is the development of broad institutional support.

The provost of the College is the official authorized to approve and sign all faculty research, development and activity grants and contracts. These should be submitted to the provost through the director of research.

Faculty members engaged in sponsored research that provides for externally-funded released time during the academic year shall not carry overloads for additional remuneration. Such overloads shall be permitted only in exceptional cases, with the specific approval of the provost. Faculty receiving College sabbaticals or released time during the academic year shall not carry overloads for additional remuneration. Such overloads also require the specific approval of the provost.

2.12.1.8 Student Advising, Office Hours

Each faculty member is expected to be available by appointment to students seeking advice and help. For this reason, faculty schedules, listing the times and places where a faculty member may ordinarily be located, should be posted on bulletin boards of faculty offices or in the office of the department chair. Although the College does not require that each member of the faculty be present on campus for a fixed number of hours each day, it should be understood that all faculty members should be readily available to students, especially during posted office hours.

2.12.1.9 Absence from teaching assignments

When it is necessary for a member of the faculty to be absent from any class, it is expected that he or she shall inform the chair of the department and /or the dean of the school in which the absence occurs.

When an absence for unavoidable business, necessary attendance at a professional meeting, etc., is foreseen, the faculty member shall represent this fact to the chair of the department. The chair shall inform the dean of the absence(s) and of the arrangements to make up the class or classes that will be missed. In the case of unexpected circumstances, such as sudden illness, when it is impossible to

contact the chair in advance, the dean concerned shall be notified so that the class may be informed. The chair of the department shall be apprised of this absence as soon as possible. Attempts should be made to hold all classes either by a substitute appointed by the chair or by rescheduling the class at a time when all or most of the students can be present. Regularly scheduled student activity periods must not be used to make up classes omitted because of faculty absence.

If a teacher is not present or has not contacted the class at ten minutes after the time at which the class is scheduled to begin, the class will be considered to be dismissed. If the class has been contacted, the teacher may expect the students to wait for the teacher's arrival. If a teacher misses a class in this fashion, he or she is expected to follow the usual procedure mentioned above to make up the class and inform the department chair.

2.12.1.10 Changes in Schedules and/or Class Assignments

The schedule published by the registrar must be followed during the semester. Deans of schools, chairs of departments, and individual faculty members may not assume the right to change any aspect of this schedule independently of the registrar. The times assigned for class meetings, the number of students assigned to a section, and the room assignment may be changed only with the authorization of the registrar. Failure to comply with this directive may result in difficulties for individual students, especially in the assignment of grades.

When a good reason exists to justify a change of meeting time or room assignment for the entire section, a teacher should present this to the chair of the department. The chair alone shall consult with the registrar to determine whether the requested change may be affected.

Any change(s) of an academic nature in an individual student's program is to be made only by the office of the dean of the school in which a student is registered. The mechanics involved in making these changes shall be handled by the registrar.

2.12.1.11 Reporting grades

At the beginning of each semester, a class roster produced by the registrar is distributed to the teacher of each course. This roster must be carefully checked by the teacher and returned to the registrar, with annotations, by the appointed dates. Students whose names do not appear on the roster shall be required to report to the registrar's office. Additions or deletions to the roster may be made only by the registrar. This roster shall be used for reporting midterm grades halfway through the term and for reporting final grades at the end of the term.

At the conclusion of each semester and of all special sessions, a final grade must be submitted in each course for each student on the roster distributed by the registrar. Faculty shall take pains to assure that final grades are reported safely and punctually, by hand delivery to the registrar's office. Grades

are due after the final class or no later than forty-eight hours after the conclusion of the scheduled final examination period for the course.

Changes in grade may be made within the time period specified in the College calendar and may be made only for *bona fide* mistakes in determining the student grade. All requests to effect a change of grade must be made to the dean of the school in which the student is registered.

A student may receive a grade of "I" if he or she has not completed course requirements. It is expected that the student will fulfill all the requirements in accordance with the prior set arrangements. All such requirements must be completed before the date designated in the College calendar and in the *Catalog*.

2.12.1.12 Student absences

Faculty have responsibilities for reporting student absences from class. These are described in the Student Attendance Policy. See Appendix F "ATTENDANCE POLICY."

2.12.1.14 Outside Employment, Consulting

The main professional interest of a full-time member of the faculty must be academic activity at Manhattan College. Professional consultative and advisory work, while encouraged for intellectual vitality, shall not affect the primary commitment to the College in the preparation and conduct of classes, grading of papers and examinations, committee work, guidance and normal availability for student consultation. A faculty member must notify his or her department chair of such professional activities and must abide by the limits determined by the College for such activities. Generally a faculty member shall not be authorized to engage in private consulting or professional practice that exceeds the equivalent of one day a week for the period during which he or she is under contract with the College. Any consulting, testing, or developmental procedures undertaken in a professional capacity and involving the use of the College's facilities or equipment may be contracted for only: (1) through the College as contracting agent, with financial arrangements agreed to between the College and the faculty member; (2) after obtaining authorization from the provost to compensate the College for the use of its facilities, equipment and general overhead. These arrangements should be negotiated with the director of research.

2.12.1.15 Teaching in other institutions

For various reasons a full-time faculty member may desire to accept a teaching appointment at another institution of higher education. Manhattan College is willing to allow members of its faculty to do so, subject to the following provisions:

1. Outside teaching assignments shall not be excessive;
2. The faculty member shall report all outside teaching assignments to the chair of his or her department and must abide by any limitations set by the chair;
3. Teaching at another institution shall not affect a faculty member's primary commitment to Manhattan College in the preparation and conduct of classes, grading of papers and examinations, committee work, guidance or normal availability for student consultation;
4. No accommodations in regard to scheduling shall be made to enable a faculty member to teach at another institution;
5. A faculty member shall not accept teaching assignments in secondary or elementary education.

2.13 Working Conditions

2.13.1 Academic Regalia

Arrangements can be made for the rental of academic regalia through the College bookstore, and for the deduction of the rental costs from the faculty member's salary.

2.13.2 Patent Policy

Any faculty member, full-time or part-time, any student, graduate or undergraduate, spending time in any course or research program, who on College time, using the College's facilities, equipment or materials, discovers or invents any new process, product, machine, technique, or application shall submit such discovery and/or invention to the Faculty Committee on Research Projects and Grants. This Committee shall, at the expense of the College, pass upon the merits of such invention or discovery. In the event such invention or discovery is recommended as being of a patentable nature, the inventor(s) or discoverer(s) shall be advised of the decision of the Committee, whereupon the faculty member shall assign the invention or discovery and rights in and to the same to the College. All expenses shall be borne by the College for patenting such invention or discovery and/or protecting the same. In return for such assignments, the inventor(s) or discoverer(s) shall receive up to 20% of the net proceeds received by the College from the sale, license, or use of such invention.

In the event the Committee does not recommend transfer of such invention or discovery to the College, the inventor(s) or discoverer(s) shall have the right to take any steps he or she may wish to patent or exploit such invention for personal use or purpose. The College shall lay no claim to any funds received by the inventor(s) or discoverer(s) except for such expenses incurred by the College in the use of its facilities and equipment.

In the event of the assignment of the invention or the patent or know-how to the College, the College automatically has the right to license interested parties who wish to exploit such inventions or patents as the case may be.

The foregoing may be modified in the case of research sponsored by government or industry. Where contractual arrangements with government or industry so specify, the College shall follow the policy agreed to in the contract.

2.13.3 Intellectual Property Policy

Introduction

Manhattan College encourages the creation of original works of authorship and the free expression and exchange of ideas. There has been an historical understanding at Manhattan College that any policy regarding ownership of intellectual property is intended to embody the spirit of academic freedom.

Recent concern about the growing use of communications media, the Internet, educational technology and computer technologies raises new and more complex problems relating to the ownership of faculty creations at the college. Furthermore, Federal policy and legislation in the area of copyrights and patents is evolving. These considerations have led the Colleges to develop and implement, in writing, the following policy that reflects a community-wide understanding of intellectual property rights at Manhattan College.

Intellectual Property Rights Policy

The creator (the faculty member who creates the particular intellectual property in question), owns the right to any work, whether disseminated in print or electronically, created outside the scope of employment.

The creator owns the right to any work, whether disseminated in print, film, electronically or any other media, related to the creator's normal mainstream activities at the Colleges, including, for example, the development of anything related to the teaching of courses.

Ownership of any work that is created through grants or contracts should be shared by the faculty and the employing College, with the details to be delineated by the grant, by third party contract, or by contract between the College and the creator on an individual basis.

In the case of the development of courses within the Colleges that involve a substantial commitment of time and resources beyond expectations for normal activities, faculty may receive appropriate compensation or other accommodations at the discretion of their dean and the provost. Ownership of these courses resides with the faculty.

In the case of the development of courses with a third party, faculty will receive compensation for the development of these courses and ownership is pursuant to the agreement between the parties.

All parties must ensure the protection and reputation of the Colleges. Each of the Colleges must take care to ensure that its name is appropriately used in the development of any works of scholarship or educational materials and therefore develop and apply, with input from the faculty, reasonable quality control measures.

Manhattan College: Any issue taken with implementation of this policy shall be appealable to a committee comprised of the assistant provost for faculty research, computing policy & planning and two faculty appointed by the CFA. Unresolved disputes shall then be appealed to the Provost.

2.13.4 Internal Review Board

Manhattan College is fully committed to the ethical conduct of research. Its policy on research activities involving human subjects is to comply with the regulations and guidelines defined by the U.S. Dept. of Health and Human Services (45CFR, Part 46: Protection of Human Subjects), and the Food and Drug Administration (21CFR, Part 50, 56.). Some research that involves human participants may be exempt from these requirements and there are procedures in place to determine if such an exemption exists (45 CFR 46.101(b)). The College also subscribes to the basic ethical principles of respect for persons, beneficence, and justice outlined in the Belmont Report “Ethical Principles and Guidelines for the Protection of Human Subjects of Research.” All research involving human subjects shall be subject to review by the College’s Institutional Review Board (IRB). The office of the assistant provost for faculty research should be contacted prior to submitting any research proposal or conducting research involving human subjects (including surveys) to determine whether the project is either exempt from review or is subject to expedited or full review by the College’s IRB.

2.14 Leaves

2.14.1 Leaves with Pay

2.14.1.1 Sick Leave

In cases of extended illness necessitating absence from teaching assignments and/or other duties, the salary of a faculty member shall be continued for one month for faculty members in the first year of their appointment. All other faculty members shall receive an additional month's salary for each year's past service to the College until the College's total disability program takes effect.

The chair of a department shall arrange with colleagues to cover cooperatively a sick faculty member's classes during a short period of illness. In cases of necessity and with the dean's approval a substitute teacher may be hired during a longer period of illness. When appropriate, arrangements for

compensation to a faculty member who substitutes for a sick colleague shall be made by the dean and chair of the department.

2.14.2 Leaves of Absence

Full-time faculty members may apply for leaves of absence to pursue post-doctoral work or for other academic or appropriate professional purposes. During these leaves of absence, faculty shall be supported by outside agencies. The College shall assist faculty in applying for such grants. The College shall pay the fringe benefits to which a full-time faculty member is entitled. Extension of a leave of absence beyond one year must be requested by March 1st. Ordinarily, extensions of leaves of absence shall not be granted beyond a second year.

Faculty members who have not completed the doctorate may apply for a leave of absence to complete a dissertation or other requirements. These requests must be approved by the provost, the dean of the school, and the chair of the department. The College cannot undertake to underwrite such leaves, but is willing to pay fringe benefits for one year on behalf of faculty members whose application for this type of leave is approved, provided they agree in writing to return to the College for at least one additional year. Ordinarily leaves to pursue doctoral studies are for one year; extensions of leaves shall be negotiated with the provost who shall consult with the dean of the school and the chair of the department.

Probationary members of the faculty to whom leave of absence is granted shall learn from the provost whether the leave period shall be included in tabulating the time period for eligibility for tenure. The nature of the work to be done during the leave will be one criterion for making this decision. No more than one year of leave shall be counted in meeting the time requirements for tenure.

2.14.3 Extended Parenting Leave Policy

1. PREGNANCY RELATED DISABILITIES. A full time tenure track member of the faculty who is expecting to be subject to a pregnancy related disability, which makes the faculty member unable to meet a full semester's classroom obligations, shall be entitled to a leave under one of the following arrangements:

- a. The faculty member is entitled to a disability leave for the number of weeks deemed medically necessary by a health care provider.
- b. The faculty member may be relieved of academic duties and receive full salary for 6 weeks (or what is medically deemed necessary) and receive 66% of full salary for the remainder of the semester. (Salary for the fall semester is defined as the salary a faculty member receives in the months of September through February; salary for the spring semester is defined as the salary a faculty member receives in the months of March through August.)
- c. The leave may be granted for either the fall or spring semester, but not for both, at the discretion of the College and the faculty member.
- d. During a leave authorized by this policy, benefits shall continue as before.
- e. Eligibility for this benefit (#b) requires a minimum of one year (12 months) full time employment prior to the start of these extended benefits. Faculty who do not qualify for the

extended benefits, or do not elect to utilize these benefits, remain eligible for other applicable College benefits as well as benefits provided by law.

2. PARENTING LEAVE. Full time tenure track faculty members who wish to take parenting leave related to the birth or adoption of a child, and which will impact the continuity of classroom instruction during a semester, may request an extended leave as follows: (i) take an unpaid FMLA parenting leave, in accordance with the requirements of FMLA and (ii) request an extended leave period beyond the maximum applicable FMLA leave but not longer than the semester, during which the College will continue to provide paid health benefits as if the faculty member was still on FMLA leave.

Faculty on tenure track who give birth, whose spouse gives birth, or who adopt a child, may, at their discretion, delay their tenure clock by one year. See section 2.7.2 for details.

A faculty member on leave for one semester under any of the above options will carry a load of four courses (12 credits) during the other semester of the academic year when that faculty member is teaching except if the faculty member is receiving a reduction for administrative purposes or as a result of the Reduced Teaching Unit Program.

2.15 Benefits

The total compensation of a faculty member includes his or her salary plus the College's contribution to various benefit programs. Some of these benefit programs are mandated by law and are administered by governmental agencies; others are matters of contractual agreement between the College and its employees, but are administered by third-party carriers; finally, some are administered directly by the College.

2.15.1 Mandatory Benefits

2.15.1.1 Workers' Compensation Insurance

If a member of the faculty incurs an injury in relation to his or her work while on campus, medical expenses are covered by this program. The College pays all costs of this insurance. All injuries must be reported promptly to the office of the vice president for human resources of the College.

2.15.1.2 Social Security

Contributions to employees' Social Security benefit are regulated by federal law as to the percentage of the contribution and the amount of salary to be taxed. The College as employer and the individual employee contribute equal amounts. The employee's contribution is deducted from his or her salary check, including all supplemental payments for overloads or teaching in special sessions. Brothers of the Christian Schools of the New York Province participate in the Social Security program through

the Brothers' community. Brothers of the Christian Schools from other Provinces participate according to their provincial arrangements.

2.15.1.3 Unemployment Compensation

Members of the faculty who are displaced involuntarily from College employment may receive unemployment insurance for the maximum period that the law provides, provided they have proper entitlement and eligibility. Before the member's termination, he or she should seek advice from the office of the vice president for human resources concerning this benefit. The College pays the entire cost of this program.

2.15.2 Carrier Benefits

2.15.2.1 Retirement and Pension Program

In 1937 the Board of Trustees of Manhattan College established a retirement plan with Teachers Insurance and Annuity Association (TIAA). In 1952, TIAA established a companion organization, the College Retirement Equities Fund (CREF), for the purpose of providing variable growth in the appreciation of the contributor's retirement fund in relation to the value of equities maintained in the Fund. In 1988, TIAA-CREF permitted contracting institutions to allow cash withdrawals of accumulated CREF balances by their employees upon retirement. In June 1990, the Board of Trustees of Manhattan College voted to allow cash withdrawals of CREF accumulations.

(a) Eligibility

All new full-time members of the faculty are eligible and required to participate in the retirement plan upon completion of two years of service.

New full-time faculty who are already participants in TIAA-CREF are eligible for continuing participation upon appointment.

(b) Participation

Participation in the plan is mandatory for all eligible personnel. Contributions may be allocated to the annuity (TIAA) or the equities (CREF) program as the individual determines.

(c) Retirement

Retirement benefits for faculty members are based upon a normal retirement age of 65, the age at which TIAA-CREF projects full contributions and estimates disbursements.

(d) Contribution

Each participant shall contribute five percent (5%) of his or her base earnings up to the Social Security wage base. Beginning with fiscal year 2008 the College shall contribute a matching five percent (5%) for new and recently hired employees and increasing to ten percent (10%) on the tenth anniversary of the employee's continuous full-time employment.

(e) Supplemental Retirement Annuity Option

In accordance with Internal Revenue Code provisions, a participant may make a tax deferred arrangement equal to his or her normal 5% contribution and/or equal to an additional contribution within the individual's exclusion allowance limit. Application for a salary reduction and information may be obtained in the office of the vice president for human resources.

Extensive details of the TIAA-CREF Retirement plan are explained in materials supplied by TIAA-CREF and available in the office of the vice president of human resources.

2.15.2.2 Disability Benefits

In conjunction with its policy on sick leaves, the College insures all members of the faculty against long-term total disability. The insurer is TIAA-CREF.

(a) Eligibility

All full-time members of the faculty are insured upon completion of two years of continuous service.

(b) Benefits

The College bears the cost of sick leaves for faculty members on a ratio of one month of sick leave for one year of continuous service. Thereafter eligible faculty are provided (1) a monthly income and (2) monthly premium benefits (Waiver Benefit) to the faculty member's TIAA-CREF Retirement Plan under the College's Disability program with TIAA-CREF.

Details of the Disability Plan are available from TIAA-CREF through the office of the vice president for human resources.

2.15.2.3 Life Insurance

Life insurance is a non-contributory benefit paid in full by Manhattan College for all full time faculty (employees) effective the beginning of the month following three (3) months of employment. This benefit shall be \$50,000.

At the time of retirement (at least sixty-two (62) years of age) and based upon at least twenty (20) years of service, a member's life insurance policy continues at College expense. The amount of the life insurance shall be \$15,000.

2.15.3 Institutional

2.15.3.1 Tuition Benefits

1. All full-time permanent faculty are eligible for tuition remission at Manhattan College.
2. Faculty may enroll as part-time students only and take up to a maximum of nine (9) credits per semester. Courses must not be taken if they conflict with work schedules and job responsibilities.
3. Children who are legal dependents* are eligible for tuition remission immediately. Tuition remission shall be paid for one bachelor's degree only. No more than 15 credits over the minimum credit requirement for a degree shall be allowed.
4. Faculty who are members of the Christian Brothers are eligible for undergraduate tuition for nieces and nephews only at Manhattan College.
5. Faculty are eligible for the minimum credit requirements for both undergraduate and graduate schools. Spouses are immediately eligible for the minimum credit requirements for one degree only—bachelor or master.
6. Tuition and program fees are covered by the College. All other charges are to be paid by employee.
7. Courses are subject to cancellation based on minimum paid enrollment.
8. Any course that is being voluntarily repeated shall not be covered by the college.
9. Faculty spouse/children who wish to enroll at Manhattan College must apply for a degree program and must satisfy all matriculation requirements of the admissions office and all requirements of the financial aid office.
10. Each semester, the tuition assistance form must be properly completed by faculty spouse/children and approved in order to enroll at the College. Approvals must be obtained in the following sequence:

1. Human Resources
2. Financial Aid
3. Registrar
4. Bursar

The College requires that each year you complete a financial aid form (FAF or any other form deemed necessary). The financial aid office shall provide any assistance necessary to complete this form. Copy of completed form must be submitted to the director of financial aid.

11. If after five years of employment at the College, a faculty member dies or is totally disabled, the College extends tuition benefits to surviving sons and daughters while they remain dependent on the surviving parent or guardian. Tuition benefits to the surviving spouse shall also be extended.**

12. After twenty years of employment and in the event of regular retirement, the College shall extend regular tuition benefits to the sons and daughters and spouses of faculty members and administrators.**

13. In order to be eligible for tuition benefits, all procedures must be followed. Failure to follow all procedures in a timely fashion may cause the loss of the tuition benefit.

*Legal dependents are those persons who meet the I.R.S. guidelines for financial dependence upon the employees.

**At the discretion of the vice president for human resources and the president, exceptions may be made.

2.15.3.2 Discounts

Faculty are eligible for a 10% discount on trade (mass-market) books, clothing, supplies, and items not on special sale in the College bookstore. Due to the narrow margin on textbooks, a discount on textbooks cannot be given.

Faculty members who request desk copies must apply for each of these individually; application forms for these requests are available from the director of the bookstore. Should a faculty member's desk copy not arrive in time, he or she may purchase the book from the bookstore. A refund shall be provided when the requested desk copy arrives and is brought to the bookstore.

2.16 Compensation Policies (Salary Policies, Payroll Period, Payroll Deductions, Advances)

2.16.1 Faculty Salary System

The Council for Faculty Affairs and the Administration agree that the faculty salary system should be composed of five components: (1) a minimum salary in rank across the College that takes into account the cost of living in the New York metropolitan area; (2) a method of determining competitive entry-level salaries for new faculty; (3) a method of ensuring that continuing faculty receive competitive salaries as they advance in rank; and (4) a method of determining annual increments that would maintain competitiveness and reward longevity; and (5) the determination and dissemination, for each rank and discipline, of a salary range aligned with components 1-4. The Administration and the Faculty

Welfare Committee have a shared commitment to the attainment of each of these five components, but acknowledge that their implementation and the pace of that implementation are subject to the College's fiscal capabilities.

ENTRY-LEVEL SALARIES

The College, in consultation with the Faculty Welfare Committee, shall revise, update and disseminate threshold wages for each rank annually. The threshold wage will establish a minimum for all faculty salaries at rank across all schools. Entry-level faculty salaries will be at least the 25th percentile of those of our mutually agreed-upon benchmark institutions by rank and discipline. College-wide threshold wages by rank will increase annually by at least the average salary increase in the percentiles of our benchmark institutions. The 25th percentile by discipline and the threshold wages will be updated annually using a mutually agreed upon methodology and then distributed to the faculty jointly by the Faculty Welfare Committee and the Administration.

PROMOTION INCREMENTS

When a faculty member is promoted from assistant professor to associate professor or from associate professor to professor, or within the library, that faculty member will receive; (1) a dollar amount agreed upon and distributed annually by the Faculty Welfare Committee and the Administration; (2) the threshold wage of their new rank; or (3) the 25th percentile of their new rank and discipline according to the data from our benchmark institutions, whichever of the three is greatest.

ANNUAL INCREMENTS

Salary increments for all faculty will be determined annually and shall receive the highest priority in planning and allocating faculty compensation.

Determination of the Annual Increment Percentage: The annual increment will have two components: (1) faculty salaries will be increased by the estimated mean of the annual increase in the salaries of our benchmark institutions using a mutually agreed upon methodology; and (2) a percentage increase determined by the Administration, in consultation with the Faculty Welfare Committee with the goal of moving continuing faculty from the minimum to the 50th percentile of the salary ranges by rank and discipline over a ten-year period. Using a mutually agreed upon methodology, the data upon which both components of the annual increment were based shall be updated annually and disseminated. The applicability of the data from the benchmark schools, the list of institutions, and the salary ranges that are tethered to this data will be reviewed jointly by the Faculty Welfare Committee and the Administration, at minimum, every five years.

Application of the Annual Increment: Salary increments will be awarded annually. These awards shall be based upon either: (a) the addition of the College-wide increment percentage of the individual faculty member's current salary; or (b) the current salary increased by the same College-wide increment

percentage of the current-year median salary of all faculty members in the same rank, whichever is higher. This provision groups all faculty members in the same rank without reference to discipline code. This provision groups all faculty members in the same rank without reference to discipline. As a result, salary disparities by discipline also benefit the whole community.

ADJUSTMENTS

If, on review of the salary data, it is determined that faculty salaries are not advancing with longevity through the established ranges, then the Administration, in consultation with the Faculty Welfare Committee, may award salary adjustments. When awarded, these adjustments shall be equitable and proportionate for all faculty who have compressed or inverted wages as measured in the rank and discipline.

The institution remains committed to being vigilant about avoiding inequities and resolving any inequities that may arise in the future. If, on review of the salary data, it is determined that there are discrepancies in faculty salaries attributable to inequities, then the Administration, in consultation with the faculty Welfare Committee, will consider salary adjustments and will give these proposed salary adjustments the highest priority in planning and allocating faculty adjustments.¹³

2.16.2 Salary payments

The annual base salary of faculty members is specified for a normal teaching load and for performing other assigned duties for two semesters of the academic year exclusive of special sessions. Payments of full-time faculty salaries are spread over a twelve-month period beginning in September. All full-time faculty receive their salary in twelve monthly payments. Compensation for overloads is computed on an annual basis and is paid in the Spring semester. Part-time faculty receive their salary in four monthly payments each semester.

Faculty payroll checks are available in the controller's office on the last business day of each month with the exception of the months of May, June, July, and August, when they shall be mailed to the faculty member's home address. Electronic deposit directly to the faculty member's bank account can be arranged and is encouraged.

Salary advances may be arranged, with the approval of the Controller, only on the basis of demonstrated emergency.

2.17 Grievance (Definition, Coverage, Procedure, Appeal, Steps)

¹³ CFA resolution effective July 1, 2018.

2.17.1 Faculty Grievance Committee

(b) This committee shall consist of five tenured faculty members not above the level of chair, elected at large from and by the full-time faculty not above the level of chair, for a term of three years. No faculty member shall serve on this committee and simultaneously on the Committee on Termination of Services or the Committee on Promotion and Tenure.

(c) **Jurisdiction:** This committee shall hear petitions for redress from any faculty member, whether full- or part-time, including athletic coaches and laboratory assistants, who has a grievance in such matters as salaries, assignment of teaching duties, procedural irregularities in consideration of promotion or tenure. Excluded from the committee's jurisdiction are grievances related to dismissal proceedings, recommendations on promotion and tenure (as distinct from procedure and due process), and decisions of the president on promotion and tenure.

(d) **Procedure:**

1. An aggrieved faculty member may ask the committee for redress through a written petition, which shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. The petition shall contain any factual or other data the petitioner deems pertinent in the case. All offices of the College shall give appropriate cooperation to a petitioner's request for his or her own personal data on file.

2. This committee shall:

(a) decide whether or not the facts merit a detailed investigation;

(b) determine whether the decision appealed against resulted from adequate consideration, but the committee shall not substitute its judgment on the merits of the case for that of the person or body being appealed against;

(c) request reconsideration by the person or body appealed against if, in the opinion of the committee, adequate consideration was not given to the faculty member. In such instances, the committee shall indicate the respects in which it finds the consideration was adequate;

(d) seek to bring about a settlement of the issue satisfactory to the parties;

(e) report its findings and recommendations to the petitioner, the person or body petitioned against, the Council for Faculty Affairs, and the appropriate administrative officers.

3. Persons or bodies of the College against whom a grievance has been lodged and to whom a report and/or recommendation of the committee are sent shall consider the report and/or recommendations and return to the Grievance Committee their conclusions.

4. A petitioner who is not satisfied with the action from the committee is not precluded from bringing his or her case to the appropriate administrative officer(s) or to the Council for Faculty Affairs.

Appendix A: Academic Freedom and Tenure

ACADEMIC FREEDOM AND TENURE

1940 Statement of Principles and Interpretive Comments¹⁴¹

In 1940, following a series of joint conferences begun in 1934, representatives of the American Association of University Professors and of the Association of American Colleges agreed upon a restatement of principles set forth in the 1925 Conference Statement on Academic Freedom and Tenure. This restatement is known to the profession as the 1940 Statement of Principles on Academic Freedom and Tenure.

The 1940 Statement printed below, followed by Interpretive Comments as developed by representatives of the American Association of University Professors and the Association of American Colleges during 1969.

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. (1)¹⁵

Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities, and (2) a sufficient dogma of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

- (a) The teacher¹⁶ is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- (b) The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. (2) Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment. (3)

¹⁴¹ Endorsed by Association's Western Division in 1952, Eastern Division in 1953, and Pacific Division in 1962.

¹⁵ Underlined numbers in brackets refer to Interpretive Comments which follow.

¹⁶ The word "teacher" as used in this document is understood to include the investigator who is attached to an academic institution without teaching units.

(c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and make every effort to indicate that he is not an institutional spokesman. (4)

Academic Tenure

(a) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represents acceptable academic practice:

(1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and the teacher before the appointment is consummated.

(2) Beginning with the appointment of the rank of full-time instructor or a higher rank, (5) the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. (6) Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period. (7)

(3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have. (8)

(4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an advisor of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution. (9)

(5) Termination of a continuous appointment because of financial exigency should be demonstrably *bona fide*.

1940 Interpretations

At the conference of representatives of the American Association of University Professors and of the Association of American Colleges on November 7-8, 1940, the following interpretations of the 1940 Statement of Principles on Academic Freedom and Tenure were agreed upon:

1. That its operation should be retroactive.
2. That all tenure claim: of teachers appointed prior to the endorsements should be determined in accordance with the principles set forth in the 1925 Conference Statement on Academic Freedom and tenure.
3. If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (c) of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on Academic Tenure. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

1970 Interpretive Comments

Following extensive discussions on the 1940 Statement of Principles on Academic Freedom and Tenure with leading educational associations and with individual faculty members and administrators, a joint Committee of the AAUP and the Association of American Colleges met during 1969 to reevaluate this key policy statement. On the basis of the comments received, and the discussions that ensued, the Joint Committee felt the preferable approach was to formulate interpretations of the Statement in terms of the experience gained in implementing and applying the Statement for over thirty years and of adapting it to current needs.

The Committee submitted to the two Associations for their consideration the following "Interpretive Comments." These interpretations were approved by the Council of the American Association of University Professors in April 1970, and endorsed by the Fifty-sixth Annual Meeting as Association policy.

In the thirty years since their promulgation, the principles of the 1940 Statement of Principles on Academic Freedom and Tenure have undergone a substantial amount of refinement. This has evolved through a variety of processes, including customary acceptance, understandings mutually arrived at between institutions and professors or their representatives, investigations and reports by the

American Association of University Professors, and formulations of statements by that Association either alone or in conjunction with the Association of American Colleges. These comments represent the attempt of the two associations, as the original sponsors of the 1940 Statement, to formulate the most important of these refinements. Their incorporation here as Interpretive Comments is based upon the premise that the 1940 Statement is not a static code but a fundamental document designed to set a framework of norms to guide adaptations to changing times and circumstances.

Also, there have been relevant developments in the law itself reflecting a growing insistence by the courts on due process within the academic community which parallels the essential concepts of the 1940 Statement; particularly relevant is the identification by the Supreme Court of academic freedom as a right protected by the First Amendment. As the Supreme Court said in *Keyishian v. Board of Regents* 385 U.S. 589 (1967), "Our Nation is deeply committed to safeguarding academic freedom, which is of transcendent value to all of us and not merely to the teachers concerned. That freedom is therefore a special concern of the First Amendment, which does not tolerate laws that cast a pall of orthodoxy over the classroom."

The numbers refer to the designated portion of the 1940 Statement on which interpretive comment is made.

1. The Association of American Colleges and the American Association of University Professors have long recognized that membership in the academic profession carries with it special responsibilities. Both Associations either separately or jointly have consistently affirmed these responsibilities in major policy statements, providing guidance to the professor in his utterances as a citizen, in the exercise of his responsibilities to the institution and students, and in his conduct when resigning from his institution or when undertaking government-sponsored research. Of particular relevance is the Statement on Professional Ethics, adopted by the Fifty-second Annual Meeting of the AAUP as Association policy and published in the AAUP Bulletin (Autumn, 1966, pp. 290-291).

2. The intent of this statement is not to discourage what is "controversial." Controversy is at the heart of the free academic inquiry which the entire statement is designed to foster. The passage serves to underscore the need for the teacher to avoid persistently intruding material which has no relation to this subject.

3. Most church-related institutions no longer need or desire the departure from the principle of academic freedom implied in the 1940 Statement, and we do not now endorse such a departure.

4. This paragraph is the subject of an Interpretation adopted by the sponsors of the 1940 Statement immediately following its endorsement which reads as follows:

If the administration of a college or university feels that a teacher has not observed the admonition of Paragraph (c) of the section on Academic Freedom and believes that the extra-mural utterances of the teacher have been such as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on Academic Tenure. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of

citizens. In such cases the administration must assume M responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

Paragraph (c) of the 1940 Statement should also be interpreted in keeping with the 1964 "Committee A Statement on Extramural Utterances" (AAUP Bulletin, Spring, 1965, p. 29) which states *inter alia*: ""The controlling principle is that a faculty member's expression of opinion as a citizen cannot constitute grounds for dismissal unless it clearly demonstrates the faculty member's unfitness for his position. Extramural utterances rarely bear upon the faculty member's fitness for his position. Moreover, a final decision should take into account the faculty member's entire record as a teacher and scholar."

Paragraph V of the Statement on Professional Ethics also deals with the nature of the "special obligations" of the teacher. The paragraph reads as follows:

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

Both the protection of academic freedom and the requirements of academic responsibility apply not only to the full-time probationary as well as to the tenured teacher, but also to all others, such as part-time and teaching assistants, who exercise teaching responsibilities.

5. The concept of "rank of full-time instructor or a higher rank" is intended to include any person who teaches a full-time load regardless of his specific title.*

6. In calling for an agreement "in writing" on the amount of credit for a faculty member's prior service at other institutions, the Statement furthers the general policy of full understanding by the professor of the terms and conditions of his appointment. It does not necessarily follow that a professor's tenure rights - have been violated because of the absence of a written agreement on this matter. Nonetheless, especially because of the variation in permissible institutional practices, a written understanding concerning these matters at the time of appointment is particularly appropriate and advantageous to both the individual and the institution.

7. The effect of this subparagraph is that a decision on tenure, favorable or unfavorable, must be made at least twelve months prior to the completion of the probationary period.. If the decision is negative, the appointment for the following year becomes a terminal one. If the decision is affirmative, the provision in the 1940 Statement with respect to the termination of services of teachers or investigators after the expiration of a probationary period should apply from the date when the favorable decision is made.

* For a discussion of this question, see the "Report of the Special Committee on Academic Personnel Ineligible for Tenure," AAUP Bulletin, Autumn, 1966, pp. 280-282.

**For a more detailed statement on this question, see "On Crediting Prior Service Elsewhere as Part of the Probationary Period," AAUP Bulletin 64 (September 1978): 274-75.

The general principle of notice contained in this paragraph is developed with greater specificity in the standards for Notice of Non-reappointment, endorsed by the Fiftieth Annual Meeting of the American Association of University Professors (1964).

Notice of non-reappointment, or of intention not to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

(1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of the year, or if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

(2) Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year, or, if an initial two-year appointment terminates during an academic year, at least six months in advance of the termination.

(3) At least twelve months before the expiration of an appointment after two or more years in the institution. Other obligations, both of institutions and individuals, are described in the Statement on Recruitment and Resignation of Faculty Members, as endorsed by the Association of American Colleges and the American Association of University Professors in 1961.

8. The freedom of probationary teachers is enhanced by the establishment of a regular procedure for the periodic evaluation and assessment of the teacher's academic performance during his probationary status. Provisions should be made for regularized procedures for the consideration of complaints by probationary teachers that their academic freedom has been violated. One suggested procedure to serve these purposes is contained in the Recommended Institutional Regulations on Academic Freedom and Tenure, prepared by the American Association of University Professors.

9. A further specification of the academic due process to which the teacher is entitled under this paragraph is contained in the Statement on Procedural Standards in Faculty Dismissal Proceedings, jointly approved by the American Association of University Professors and the Association of American Colleges in 1958. This interpretive document deals with the issue of suspension, about which the 1940 Statement is silent.

The 1958 Statement provides: "Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to himself or others is threatened by his continuance. Unless legal considerations forbid, any such suspension should be with pay." A suspension which is not followed by either reinstatement or the opportunity for a hearing is in effect a summary dismissal in violation of academic due process.

The concept of "moral turpitude" identifies the exceptional case in which the professor may be denied a year's teaching or pay in whole or part. The statement applies to that kind of behavior which goes beyond simply warranting discharge and is so utterly blameworthy as to make it inappropriate to require the offering of a year's teaching pay or pay. The standard is not that the moral sensibilities of persons in the particular community have been affronted. The standard is behavior that would evoke condemnation by the academic community generally.

Appendix B: The Constitution and Bylaws of the Council for Faculty Affairs

CONSTITUTION OF THE COUNCIL FOR FACULTY AFFAIRS

PREAMBLE

Whereas the Faculty and Administration of Manhattan College endorse the principle of faculty participation in the government of the College,

Whereas the Faculty of Manhattan College has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process,

Whereas the Faculty undertakes these responsibilities in part by means of participation in the College Senate; in part by participation in meetings of the general faculty, of faculties of individual schools, of departmental faculties and of faculty committees,

Whereas the principles of decentralization and subsidiarity set forth in the constitution of the College Senate indicate that there should be a recognized representative body which can implement the principle of faculty participation in those affairs which are the proper jurisdiction of the faculty which include, but are not limited to, the following:

Faculty membership and status: consideration related to faculty appointments, promotions, tenure, dismissals and the general area of faculty welfare.

Scheduling and work load: consideration concerning scheduling of courses and determination of work load of the faculty and appointments to committees of the Council and other college wide committees.

Grievances: determination of norms and procedures for dealing with faculty grievances.

Department chairs: consideration of norms and procedures for selection of department chairs and program directors.

Budgeting: considerations concerning allocation of funds and resources earmarked for faculty use.

Be it resolved that there be a Council for Faculty Affairs.

ARTICLE I: NAME

The name of this organization shall be the Council for Faculty Affairs at Manhattan College.

ARTICLE II: PURPOSE

The purpose of the Council is to provide a means whereby the Faculty participates through its elected representatives in the government of the College in those matters which are the proper jurisdiction of the faculty.

ARTICLE III: MEMBERSHIP

The Council will be composed of members elected by the faculty as specified in the Bylaws.

ARTICLE IV: POWERS AND DUTIES

Section 1. The responsibility of the Council is to participate in the development and realization of the basic policies of the College in the areas of faculty participation set forth in the Preamble.

Section 2. The Council shall have the power to appoint committees to advise it and to carry out functions as mandated by the Council. The Council will initiate the studies and activities of these committees, nominate faculty as members of these committees, and receive and act upon reports and recommendations of these committees.

Section 3. Draft resolutions concerning those matters which touch on the jurisdiction of the deans shall, prior to a vote on them in the Council, be discussed in a meeting between the Agenda Committee of the Council and academic deans.

Section 4. The resolution passed by a simple majority of the Council shall be forwarded by the chair of the Council to the president for his/her action. The president will approve, veto, or return a resolution for further consideration and/or modification. If the president vetoes a resolution his/her action shall be final but he/she will communicate to the Council his/her reason(s) for the veto. If the president does not act upon a resolution within a six-week period of the date on which he/she receives a resolution, the action shall be deemed approved.

ARTICLE V

The Council will cooperate with any segment of the College in the consideration of all matters not specified above, if such considerations are appropriate. The resolutions of the Council on these matters will be referred to the Agenda Committee of the Senate; to an appropriate faculty committee; or to the dean of the school involved.

ARTICLE VI

This Constitution may be amended by no less than a two-thirds vote of the entire Council followed by a simple majority vote of the faculty and approval by the president of the College.

BYLAWS OF THE COUNCIL FOR FACULTY AFFAIRS

Updated May 9, 2012

ARTICLE I

Section 1. In these Bylaws the term *Faculty* includes officers of instruction (full-time and part-time), administrative officers who teach at least part-time, and professional librarians.

Section 2. The Council for Faculty Affairs shall consist of nineteen Faculty members representing areas and elected by the Faculty included in the areas enumerated below:

Area	Representatives
1. Religious Studies	1
2. English	1
3. History/Government	1
4. Psychology/Sociology	1
5. Philosophy/MLL	1
6. Fine Arts/Communication.	1
7. Math & Computer Science	1
8. Biology	1
9. Physics	1
10. Chemistry	1
11. Management & Marketing	1
12. Accounting& Computer Information Systems	1
13. Economics & Finance	1
14. Education/Graduate Education	1
15. Physical Education	1
16. Library	1
17. Mechanical Engineering	1
18. Chemical Engineering	1
20. Electrical & Computer Engineering	1

Section 3. The above areas of representation on the Council shall be reviewed at least every three years

Section 4. Full-time Faculty members of the College who have completed three years shall be eligible for election to the Council.

Section 5. **One-third of the elected members shall be chosen by the Faculty each year for three-year terms. Terms begin with the academic year. No councilor may serve more than two consecutive terms. A person who has served two consecutive terms may be eligible again after three years. No councilor may serve more than six years in any nine-year cycle, no matter how**

those years are arranged. Under exceptional circumstances, if no eligible department member is available, a department may appeal to the CFA to bypass the rule requiring a three-year hiatus. Election of councilors to fill unexpired terms shall be in accordance with Article II, Section 5 of the Bylaws.

Section 6. In cases where a councilor is elected by the Faculty of more than one department, he/she shall consider it a primary duty to communicate with all the faculty whom he/she represents. If officially requested to attend a meeting of any of these departments, he/she should attend.

ARTICLE II: ELECTIONS

Section 1. All individuals at the College who hold a rank of instructor, assistant professor, associate professor, professor, assistant librarian I, assistant librarian II, associate librarian, or librarian and who are not administrators shall have a right to one full vote for representation in the Council. All eligible persons shall vote in the department in which they were appointed. In the case of a faculty member with a joint appointment to two departments, that faculty member must choose only one of those departments in which to cast his or her vote. No faculty member shall vote for representation in more than one department in any academic year.

Section 2. In February, the chair of the Council shall notify those departments that need to hold elections. Elections for the Council shall be held during the month of March.

Section 3. Each area of representation consisting of one department shall conduct its own election at a departmental meeting under the direction of the chair of the department. Each area consisting of more than one department shall conduct its election at a joint departmental meeting under the direction of the chair of the department first listed within that area set forth in Article I, Section 2, of the Bylaws. The decision shall be made by lot in any area in which there is a tie vote. Should any area of representation be unable to find a willing and eligible candidate for Council membership, that area should elect a representative from outside of that area of representation but within the same school. In no case should any individual sitting on the Council hold more than one seat at a time.

Section 4. Election results shall be returned to the chair of the Council by the appropriate chair of the department no later than the first of April. In the event of a disputed election, the chair of the Council shall appoint an Election Committee to resolve the matter.

Section 5. Any vacancy occurring between elections shall be filled by a new election within the area in which the vacancy occurs. A councilor elected to fill a vacancy shall serve the unexpired term. A partial term of eighteen months or less should not be considered one of the two consecutive terms referred to in Article I. Section 5.

ARTICLE III: OFFICERS

The officers of this organization shall be known as follows: chair, deputy chair, and Secretary; all to be elected by the Council from the elected members of the Council, for a term of one year. These three officers and one elected member of the Council constitute the Agenda Committee.

In recognition of the commitment of the Chair of the Council, the College will provide the Chair of the Council with compensation as detailed in Section 1.6.1.2 of the Handbook.

ARTICLE IV: MEETINGS

Section 1. The Council shall hold regular meetings from October through May of each academic year. It must be at least three times a semester.

Section 2. Special meetings may be called by the chair, or in his/her absence by the deputy chair, or by the petition of at least one-half of the membership of the Council.

Section 3. At least one-half of the membership of the Council shall constitute a quorum for all meetings.

Section 4. Minutes of all Council meetings shall be forwarded to all Faculty members and to the administrative officers of the College.

Section 5. Faculty may attend all meetings of the Council, but may participate in the discussions only with the consent of the Council.

Section 6. The Faculty will be notified in advance of the time, place, and agenda of all Council meetings.

ARTICLE V: POWER AND DUTIES

Section 1. The Council shall exercise such powers and perform such duties as are consistent with those embodied in the Constitution.

Section 2. The Council, by majority vote, may poll the Faculty on any issue.

Section 3. The Council will formulate guidelines for and nominate Faculty members to all Faculty standing committees and all ad hoc committees of the Council. Reports on the work of all these committees shall be communicated to the Council by their chairs. The Council will also nominate

Faculty members to the committees of the Board of Trustees. Informal reports on the work of these committees shall be submitted to the Council by Faculty representatives.

ARTICLE VI: PARLIAMENTARY AUTHORITY

The parliamentary authority for use in the meetings of the Council for Faculty Affairs shall be *Robert's Rules of Order* (Revised).

ARTICLE VII: AMENDMENTS

Bylaws may be amended by no less than a two-thirds vote of the Council for Faculty Affairs. Amended Bylaws -- like all other resolutions of the Council -- will be sent to the president for his/her approval.

Appendix C: The Constitution and Bylaws of the Manhattan College Senate

THE CONSTITUTION OF THE MANHATTAN COLLEGE SENATE

May 5, 1994

~~Preamble~~

WE, faculty, students, administrators, staff, and alumni members of the Manhattan College Community, seeking the common goal of strengthening our institution by participating in its governance, do hereby establish this Constitution of the Manhattan College Senate, the same to be effective when approved by the president and the Board of Trustees of the College.

Article I

The College Senate shall be an unicameral body whose membership shall be composed of representatives from the following segments of the College Community:

- A. Twenty-eight faculty full time faculty members elected by the full-time faculty in the manner prescribed in the Bylaws.
- B. Twenty-two student members elected by the students in the manner indicated in the Bylaws.
- C. Fourteen members of the administration chosen as specified in the Bylaws.
- D. Two staff members chosen as indicated in the Bylaws.
- E. Two alumni members chosen as specified in the Bylaws.

Article II

Officers of the Senate

- A. The Officers of the Senate shall be the Speaker, two Deputy Speakers and the Secretary.
- B. The Senate will elect its own Speaker and two Deputy Speakers, one of which will be from the faculty representatives, one from the student representatives, and one from the administrative representatives.
- C. The Speaker of the Senate shall be elected from among the members of the Senate; he/she shall preside over all meetings; shall hold office for one academic year; shall vote only in case of a tie; shall be chair of the Agenda Committee; shall be the official representative and spokesman of the Senate on ceremonial occasions and at other functions when so demanded by the Senate; shall submit the Senate's recommendations to the president of the College for approval and implementation; shall appoint with Senate approval special committees as the need shall arise; shall have all the power necessary to uphold the provisions of the Constitution.

D. The First Deputy Speaker shall be elected from among the member of the Senate; shall fill the office for one academic year; shall be, ex officio, a member of the Agenda Committee; shall, in the event of vacancy of that office succeed to the Speakership until the election of a new Speaker.

E. The Second Deputy Speaker shall be elected from among the members of the Senate for one academic year; and will be ex officio, a member of the Agenda Committee; shall in the event of vacancy of the offices of Speakership and First Deputy Speakership, succeed to the Speakership until the election of a new Speaker.

F. The Secretary shall be elected from among the members of the Senate for a period of three academic years; shall be, ex officio, a member of the Agenda Committee; shall arrange for a proper record of the proceedings of the Senate; shall provide minutes of previous meeting to all members of the Senate; shall receive minutes of all standing committee; shall submit to the president of the College copies of the minutes of all meeting of the Senate and of all standing committees.

Article III

Meetings of the Senate

A. Regular meetings shall occur at least five times during the academic year at a time fixed by the Speaker of the Senate and noted in the catalog.

B. Special meetings of the Senate may be called by the Speaker. He/she must call a special meeting if so requested by the president of the College or at the request of one third (1/3) of the Senators.

C. The Senate under conditions prescribed in the Bylaws may declare a closed or executive Session.

D. Agenda of all meetings shall be distributed to all members of the Senate at least one week before the scheduled meeting.

E. At regular meetings, the Senate shall hear and act upon reports of the Standing commissions and special committees; shall consider recommendations and reports from the Agenda Committee; receive a report from the Senate Speaker.

F. The president of the College shall have access to all meetings of the Senate. He/she shall be heard when he/she so requests.

G. A measure presented to the Senate is deemed approved by the Senate if it receives a majority of those present and voting. The Secretary will announce at each meeting the number constituting a majority.

H. The business of the Senate shall be conducted in accordance with *Robert's Rules of Order, Revised*, as amended by the Senate.

Article IV

Powers of the Senate

- A. The Senate shall be the formal and official voice of the College Community and, as a deliberative body, shall have the power to initiate, formulate, and recommend proposals affecting College policy to the president and to the Board of Trustees.
- B. The Senate shall be the primary channel through which the Board of Trustees and/or the president shall obtain a representative view on any subject affecting College policy.
- C. The Senate shall provide a forum for the formulating and expression of community opinion, and for orderly and constructive comment on any matter of concern to the College Community.

Article V

Actions of the Senate

- A. All policy proposals of the Senate must be submitted by the Senate to the president. The president shall act on a proposal of the Senate not later than three months after he/she has received the proposal from the Speaker of the Senate. The president may ask the Senate to reconsider any proposal or certain articles of any proposal submitted. The Senate may not refuse to reconsider its proposal or any section thereof when requested by the president. If the president disapproves a proposal of the Senate this action will be final. However, the president will communicate to the Senate the reason(s) for the disapproval. If the president approves a proposal of the Senate it must be submitted to the appropriate committee of the Board of Trustees at its next regular meeting. If the Board of Trustees disapproves the proposal its actions shall be final. If the Board of Trustees approves the proposal its action shall be final and the president will forthwith promulgate the same.
- B. All formal expressions of Senate opinion and comment on matters of concern to the College Community will be forwarded to the president by the Speaker. Requests for information on behalf of the Senate shall be reported to the Senate by the Speaker or chairs of the Standing Commissions, with a copy to the president but no vote of the Senate is required to transmit such requests.

Article VI

Jurisdiction of the Senate

- A. The Senate deals only with matters of Collegewide concern; therefore, the principles of decentralization and subsidiarity shall be respected. In conformity with these principles, the Council for Faculty Affairs shall deal with matters pertaining only to the faculty, the Student Government shall deal with those matters pertaining only to students; in administrative affairs, the internal operation of administrative offices shall be the responsibility of the administrator involved; and in matters concerning the staff and alumni the same principles shall be respected. Moreover, matters pertaining

exclusively to individual schools) and/or department(s) may be acted upon only by the school(s) and/or department(s) concerned.

Article VII

Standing Committees of the Senate

A. The Senate shall have the following committees: The Agenda Committee, The Educational Affairs Commission, The Campus Life Commission, and The Resources Commission.

B. The Agenda Committee shall designate members of the other Standing Commissions of the Senate from among the members of the College Community as designated in the Bylaws. The Standing Commissions will also include ex officio members as specified in the Constitution and the Bylaws.

C. The Agenda Committee shall consist ex officio of the Speaker, the two Deputy Speakers, the Secretary, the provost, the chair of the Council for Faculty Affairs, the president of Student Government, and the chairs of each Commission. Fifty percent (50%) of its members need to be present in order to act. The Senate Agenda Committee shall:

1. Designate Members of the Standing Commissions.
2. Prepare the agenda for each Senate meeting and publish the time and place of the meeting
3. Assign to the appropriate Commission specific proposals made for the consideration of the Senate, and for the rest of the College Community.
4. Resolve all disputes that impede the functioning of the business of the Senate.
5. Prepare routing sheets and timetables for a workable governance schedule.
6. Mediate jurisdictional disputes.
7. Facilitate timely elections.
8. Participate in strategic planning along with the Board of Trustees, the president's Council of Vice Presidents, and others as designated by the Board of Trustees.

Article VIII

Special Committees of the Senate

Special Committees shall be appointed by the Speaker with the approval of the Senate whenever it may be deemed necessary. They shall perform such duties as may be authorized by the Senate.

Article IX

Amendments to the Constitution of the Senate

This Constitution may be amended if two thirds of the total membership of the Senate vote in favor of the amendment at each of two consecutive meetings of the Senate. All amendments approved by the Senate will be submitted to the president, and by him/her to the Board of Trustees of the College, and become effective only when approved by the president and the Board of Trustees of the College.

MANHATTAN COLLEGE SENATE

Bylaws

Article I Membership

A. Faculty

1. Nineteen faculty representatives shall be the same as those elected to the Council for Faculty Affairs.
2. The remaining nine representatives shall be elected at large in the following manner:
 - a. A list of all fulltime faculty, other than those who are members of the Council for Faculty Affairs, shall be distributed by the end of the tenth week of classes of the spring semester by the Council for Faculty Affairs to all fulltime faculty with the instructions that the elector choose the number to be elected from the list and rate them numerically according to his/her preference, assigning the highest number to the most preferred and so on, until the number of those to be elected is exhausted. Those with the highest numerical rating will be declared elected by the Council for Faculty Affairs.
 - b. The chair of the Council for Faculty Affairs shall inform the speaker of the Senate of the complete election results by May 30.

B. Students

1. The ex officio members representing the students shall be as follows:
 - a. The president, the executive vice president, the treasurer of Student Government and the members who received the highest number of votes in each school in the last student legislature election.
2. The remaining twelve representatives shall be elected in the following manner.
 - a. Twelve representatives shall be elected at large by the student body at an election organized by the Student Government held by the end of the tenth week of classes of the spring semester. Only those students who are eligible to vote in Student Government elections may vote for those twelve representatives. Candidates shall consist of those eligible students who have filed petitions with one hundred signatures of students. Six of the at large seats are open to eligible freshmen and sophomores who may run for two year terms; the remaining six seats are for one year terms.
 - b. The Elections Committee of Student Government shall, after tabulating the ballots, submit the ballots to the dean of students by the end of the twelfth week of the spring semester.
 - c. The dean of students shall inform the speaker of the Senate of the complete election results by May 30.

C. Administration

1. The *ex officio* members representing the administration shall be as follows:

- a. The provost and vice presidents of the College
 - b. The deans of the schools of the College
 - c. The dean of students.
2. The remaining administrative seat(s) IF ANY on the Senate shall be filled by appointment of the president after consultation with the Council of vice presidents.
 - a. The president shall inform the speaker of the Senate of the appointments by May 30.
- D. Staff
1. The staff representatives shall consist of two members elected at large by the staff.
 - a. Elections to these offices will be held every three years by the end of the twelfth week of classes of the spring semester.
 - b. The vice president for human resources shall inform the speaker of the Senate of the complete election results by May 30.
- E. Alumni
1. The representatives of the Alumni shall consist of two members of the Alumni Society.
 2. The president of the Alumni Society shall inform the speaker of the Senate of the names of the Alumni representatives by May 30.

Article II

Term of Membership

- A. Faculty
1. The faculty representatives who are simultaneously members of the Council for Faculty Affairs shall serve as long as they are members of the Council for Faculty Affairs.
 2. The at large representatives shall serve for a term of three years and maybe reelected.
- B. Students
1. The students named under Article I B1 of the *Bylaws* shall be members of the Senate as long as they hold the offices which, according to these *Bylaws*, make them *ex officio* members.
 2. Six of the at large seats under Article I B1 of the *Bylaws* shall be held by sophomores and juniors (freshmen and sophomores at the time of election) for terms of two years; the remaining six seats are for terms of one year.
- C. Administration
1. The administrators named under Article I C1 of the *By Laws* shall be members of the Senate as long as they hold the administrative offices which according to these *Bylaws* make them *ex officio* members.

2. The term(s) of the administrator(s) named under Article I C2 of the *Bylaws* shall be for three years with the possibility of reappointment.

D. Staff

1. The terms of the staff representatives under Article I D of the *Bylaws* shall be for three years with the possibility of reelection.

E. Alumni

1. The terms of the Alumni representatives under Article I E1 of the *Bylaws* shall be for three years with the possibility of reappointment.

Article III

Vacancies

A. Faculty Senators

1. Vacancies in the ranks of the eighteen faculty representatives who are simultaneously members of the Council for Faculty Affairs shall be filled according to the procedure specified in the Constitution of the Council for Faculty Affairs.

2. Vacancies in the at large seats shall be filled by the candidates who received the next highest number of votes at the last election for at large Senate seats. If these vacancies are temporary, as a result of sabbatical leaves, illness, etc., these representatives serve on the Senate until the original representatives return.

B. Student Senators

1. Vacancies in the ranks of the president, executive vice president, and treasurer of Student Government shall be filled by the executive Committee of Student Government.

2. Vacancies in the ranks of the senators from each school shall be filled by the candidates who received the next highest number of votes in each school in the last student legislature election. In the event no such candidates exist the student legislature will appoint students from the appropriate school.

3. Vacancies in the ranks of the at large senators shall be filled by the candidates who received the next highest number of votes at the last election for at large senate seats. In the event no such candidates exist the student legislature will appoint students for a one-year term.

C. Administrative Senators

1. Vacancies in the *ex officio* seats shall be filled by administrators selected by the Council of Vice Presidents.

D. Staff Senators

1. Vacancies in the staff seats shall be filled by staff members who received the next highest number of votes at the last election for at large senate seats. These representatives shall complete the unexpired terms of their predecessors.

E. Alumni Senators

1. Vacancies in the Alumni seats shall be filled by alumni selected by the National Alumni Council. These representatives shall complete the unexpired terms of their predecessors.

F. Commission Members

1. Vacancies in the Ranks of Commission Members shall be filled by the Senate Agenda Committee upon consultation with the governing body of the particular constituency from which the Commission member belonged (Faculty Council for Faculty Affairs; Students Student Government; Administrators President's Council of Vice Presidents; Staff Council; Alumni National Alumni Council). If the Commission member was specifically chosen from a particular area, the Senate Agenda Committee shall select a replacement from that same area.

Article IV

Absences

A. Any senator or commission member who absents himself/herself from two successive Senate meetings or two successive Senate Commission meetings without cause shall be asked by the speaker to resign from the Senate and/or the Senate Commission.

1. If the absentee faculty senator is simultaneously a member of the Council for Faculty Affairs, the matter will be referred to the Council for Faculty Affairs for appropriate action.

2. If the absentee senator is the president, executive vice president, or treasurer of Student Government, the executive Committee of Student Government shall appoint a suitable replacement.

3. If the absentee senator is an ex officio administrative representative, the matter will be referred to the Council of Vice Presidents for appropriate action.

4. All other vacancies resulting from excess absences will be filled according to the provisions of Article III A2, Article III B2 and B3, Article III D1, Article III E1, and Article III F1.

B. It shall be the responsibility of the senator or commission member who will be delayed or absent from a Senate and/or Senate Commission meeting to inform the speaker, the secretary, and/or the commission chair to that effect. The senator or commission member will then be listed as excused on the Senate and/or Senate Commission minutes and no sanctions will be applied

Article V

Elected Officers

- A. The speaker and the two deputy speakers are elected for one academic year. The secretary is elected for three academic years. These officers may be reelected.
- B. The election of officers shall be the first business of the first session of each academic year. The speaker of the previous year shall preside over these elections.
- C. In the event of the vacancy of the office of the speaker, of either deputy speaker or of the secretary, the Senate at its next regular meeting, or at a special meeting if deemed necessary, shall elect a successor to fill the vacant office according to the requirements of the Constitution. The election of officers of the Senate shall be the first business of the next session of the Senate after the vacancy occurs.

Article VI

Meetings

- A. The meetings of the Senate may have several sessions in order to finish the work of the agenda.
- B. The speaker may ask the consent of the Senate to go into closed or executive session. This consent must be a two thirds affirmative vote of the Senate.

Article VII

Quorums

- A. The quorums for meetings of the Senate and its standing Commissions shall be a simple majority.

Article VIII

Commissions

- A. Educational Affairs Commission

1. There will be twenty-three members of this Commission including eleven Faculty: two elected from each school in elections coordinated by the academic deans in cooperation with the Council for Faculty Affairs, to serve staggered two year terms, and one faculty senator; four students: the executive vice president of Student Government, the student representative to the Academic

Affairs Committee of the Board of Trustees, and two students appointed by the Senate Agenda Committee upon consultation with Student Government representing different schools from the school or schools represented by the executive vice president of Student Government and the student representative to the Academic Affairs Committee of the Board of Trustees; and eight administrators: the provost, the deans of the schools, the assistant provost for faculty research & computing systems, and the director of libraries.

2. The Commission shall decide on the following matters, subject to the approval of the provost, and shall inform the Senate of its decisions on:

- A. Collegewide curricular offerings and requirements
- B. New programs of instruction
- C. Assessment of curriculum
- D. Admissions standards and strategy
- E. Standards for academic standing and graduation
- F. Degree requirements
- G. Standards for major requirements, cognate requirements, minor requirements and electives
- H. Policies on off campus courses
- I. Guidelines for intersession and summer session courses
- J. Programs of academic enhancement

The Commission

- A. May initiate actions on Collegewide or interschool academic matters
- B. Will receive reports from the curriculum committees of the schools and the Graduate Council
- C. Will resolve issues of course duplication
- D. May refer matters of concern to School and Departmental Committees as well as to other Commission and the Council for Faculty Affairs.

3. The Commission will report to the Senate of its deliberations and seek the approval of its recommendations from the Senate on:

- A. The Collegewide grading system
- B. Attendance policies
- C. Academic integrity
- D. Major scheduling revisions
- E. Requirements for Collegewide honor societies and dean's Lists
- F. Course and teacher evaluations
- G. Assessment of academic administrators, faculty and other academic personnel
- H. The establishment, consolidation, and elimination of Schools, Programs and Departments
- I. Procedures for participation in the selection of principal academic officers, i.e. the provost, the deans of the several schools and the director of the Libraries
- J. Academic support services

- B. Campus Life Commission

1. There shall be twenty members of this commission, including five faculty: two faculty senators and three members appointed by the Senate Agenda Committee upon consultation with the Council for Faculty Affairs; seven students: five students appointed by the Senate Agenda Committee from among the president of Student Government, speaker of the Legislature, chief justice of the Student Court, president of the Resident Students Association, and president of the Commuter Students Association, and the at large senators to be appointed by the Senate Agenda Committee upon consultation with Student Government; seven administrators: the vice president for student life, the dean of students, the director of athletics, the director of campus ministry, the director of security, the director of student activities, and the director of residence life; and one staff senator.

2. This Commission shall deliberate on the following matters and report to the Senate its deliberations and decisions on:

Student Life

- A. Residence and commuter issues
- B. Intra Campus media and publications
- C. Campus Ministry
- D. Programs that stimulate and enhance the cultural, intellectual, and religious life or, campus

Non-Academic Support Services

- A. Food service
- B. Bookstore
- C. Health services
- D. Postal services
- E. Parking
- F. Printing services

Career Services

- A. Career Counseling
- B. Placement

Human Rights

A. Necessary regulations to foster civility and justice among members of the College community

C. Resources Commission

1. There shall be fourteen members of this commission including six faculty: one elected from each school in elections coordinated by the academic deans in cooperation with the Council for Faculty Affairs, and one Faculty Senator, appointed by the Senate Agenda Committee upon consultation with the Council for Faculty Affairs; two students: the treasurer of Student Government and one at large senator appointed by the Senate Agenda Committee upon consultation with Student

Government; four administrators: the vice president/chief financial officer, the vice president for facilities management, the vice president for college advancement, and the controller; one Alumni senator; and one staff senator.

2. This Commission shall deliberate on the following matters and report to the Senate its deliberations and recommendations on:

Financial Management

Reviewing the College's financial management as it seeks:

- A. To realize the College's mission and goals, strategic objectives and operational priorities and needs,
- B. To insure the College's fiscal soundness in terms of credit worthiness, fulfillment of debt covenants, liquidity and competitiveness.

Annual College Budget

- A. Examining and evaluating the current annual College budget.
- B. Monitoring quarterly budget performance with attention to end of year variances.

Financial Aid

Examining and evaluating the annual program of Financial Aid.

Facilities and Grounds

- A. Assessing present, planned and potential use of the College's facilities and grounds including attention to legal requirements.
 - B. Evaluating preventive and ongoing maintenance.
 - C. Examining major renovations and deferred maintenance needs and costs.
- D. Reviewing the acquisition of major capital equipment and facilities.

Public Image

Reviewing the enhancement of the public image of the College through its many areas of outreach to the public.

Alumni Relations

- A. Examining and evaluating efforts to enhance Alumni relations, especially regarding Alumni assistance in the College's admission and placement programs
- B. Review annual giving programs, as well as restricted and endowment giving efforts.

D. Term of Membership on Standing Commission

- 1. Members of Standing Commissions may expect to serve on these Commissions for the length of their term on the Senate or as a regular Commission member unless they request a change.

E. Election of Chairs of Standing Commissions

- 1. Each commission shall elect its own chair and two vice chairs, one of which shall be from the faculty senators on the commission, one of which shall be from the student senators on the commission, and one of which shall be from the administrative senators on the commission. The elections shall be held at the first committee meeting of the academic year. The chair and vice chairs shall serve for a term of one academic year and may be reelected.

Article IX

Reporting Relationship of the Standing Committees of the College

- A. The following Standing Committees of the College will recommend policy changes to the appropriate Senate committee(s) as follows:

- 1. Reporting to the Educational Affairs Commission:

- a. Library Committee
- b. The Academic Computer Users Committee
- c. The above-mentioned committees will send minutes of their meetings to the chair of the Educational Affairs Commission
- d. The chairs of the above-mentioned Committees, may be invited to attend meetings of the Educational Affairs Commission; however, they will have voice but no vote.

- 2. Reporting to the Campus Life Commission:

- a. The Athletics Committee
- b. The Security Committee
- c. The above-mentioned committees will send minutes to the chair of the Campus Life Commission
- d. The chair of the above-mentioned committees may be invited to attend meetings of the Campus Life Commission; however, they will have voice but no vote.

Article X

Linkages with the Committees of the Board of Trustees

A. In order to open up channels of communication between the Senate, its commissions, the standing committees of the College, and the corresponding committees of the Board of Trustees, the following linkages will be made:

1. One representative from the Educational Affairs Commission will be named to serve as liaison to the Academic Affairs Committee of the Board of Trustees.
2. One representative from the Campus Life Commission will be named to serve as a liaison to the Student Services Committee of the Board of Trustees.
3. Three representatives from the Resources Commission will be named to serve as liaisons, one to the Facilities Planning Committee, one to the Development Committee, and one to the Finance Committee of the Board of Trustees.

B. The Senate representative to each committee of the Board of Trustees will report to the respective Senate Commission and the chair of the Senate Commission will inform the Senate concerning developments at the regular Senate meeting.

Article XI

Amendments

These *Bylaws* may be amended by a majority vote of the Senate membership.

Appendix D: Statement of Professional Ethics

STATEMENT OF PROFESSIONAL ETHICS

The statement which follows, a revision of a statement originally adopted in 1966, was approved by the Association's Committee B on Professional Ethics, adopted by the Association's Council in June 1987, and endorsed by the Seventy-third Annual Meeting.

INTRODUCTION

F

rom its inception the American Association of University Professors has recognized that membership in the academic profession carries with it special responsibilities. The Association has consistently affirmed these responsibilities in major policy statements, providing guidance to professors in such matters as their utterances as citizens, the exercise of their responsibilities to students and colleagues, and their conduct when resigning from an institution or when undertaking sponsored research. The Statement on Professional Ethics that follows sets forth those general standards that serve as a reminder of the variety of responsibilities assumed by all members of the profession.

In the enforcement of ethical standards, the academic profession differs from those of law and medicine, whose associations act to ensure the integrity of members engaged in private practice. In the academic profession the individual institution of higher learning provides this assurance and so should normally handle questions concerning propriety of conduct within its own framework by reference to a faculty group. The Association supports such local action and stands ready, through the general secretary and Committee B, to counsel with members of the academic community concerning questions of professional ethics and to inquire into complaints when local consideration is impossible or inappropriate. If the alleged offense is deemed sufficiently serious to raise the possibility of adverse action, the procedures should be in accordance with the 1940 Statement of Principles on Academic Freedom and Tenure, the 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings, or the applicable provisions of the Association's Recommended Institutional Regulations on Academic Freedom and Tenure.

THE STATEMENT

I. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge,

recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

II. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

III. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

IV. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

V. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Appendix E: Policy and Procedures on Sexual Harassment, Discrimination, and all other forms of Harassment

**POLICY AND PROCEDURES ON SEXUAL HARASSMENT, DISCRIMINATION,
AND ALL OTHER FORMS OF HARASSMENT**

<https://inside.manhattan.edu/offices/human-resources/Non-Discrimination-and-Anti-Harassment-Policy-for-Employees.php>

PREAMBLE

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Manhattan College has a tradition of value-centered education and among the cherished values which the College is committed to impart is a deep respect for the dignity and integrity of each person. An important responsibility assumed by the College community is to stand firm against actions that threaten that fundamental regard for each person's individual dignity and integrity.

The members of the College community understand that any form of discrimination violates the principles of human relationships and the College has a long-standing opposition to any discriminatory treatment based on an individual's race, creed, color, religion, age, ethnic or national origin, sex, marital status, personal orientation, citizenship status or disability.

It has long been recognized by the College that sexual harassment is an invidious form of discrimination, one that demeans the dignity and integrity of the individual and that undermines the College's mission to foster an open learning and working environment. The College voiced its condemnation of such harassment and discriminatory treatment in a policy statement, presented below, adopted in Fall 1987 by the Senate, president, and the Board of Trustees, and consistently affirmed by the College in the conduct of its affairs. In furtherance of this commitment, the College has implemented a revised set of procedures intended to provide members of the College community with a way to assert their right to be free of prohibited harassment and discrimination, with a system to report incidents of harassment and with a mechanism for effective preventative and corrective action.

This policy and its accompanying procedures, originally implemented to address problems of sexual harassment, are equally appropriate to the broad range of potential incidents of harassment and

discrimination arising from an individual's race, creed, color, religion, age, ethnic or national origin, sex, marital status, personal orientation, citizenship status or disability. An individual in the College community may seek to apply these procedures to any discriminatory treatment.

ORIGINAL POLICY STATEMENT ON SEXUAL HARASSMENT – 1987

“It is the policy of Manhattan College that no member of the College community may sexually harass another.

For general purposes, sexual harassment may be described as unwelcome sexual advances, requests for sexual favors, and other physical and expressive behavior of a sexual nature where:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education;
2. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education;
3. Submission to or rejection of such conduct by an individual is used as the basis for academic or employment decisions affecting the individual; or
4. Such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating an intimidating, hostile, or demeaning employment or educational environment.

No College personnel and no office of the College shall condone sexual harassment either actively or by ignoring a complaint by a member of the College community or an obvious attempt to harass sexually another by a member of the College community.

No member of the College community may retaliate in any way against a person for making a claim of sexual harassment or for assisting or acting as witness for a person who makes a claim of sexual harassment.”

A more detailed discussion of what constitutes sexual harassment is contained in a separate section of this policy document.

Defining Sexual Harassment and Discriminatory Treatment

Members of the College community must understand that sexual harassment can be a particularly

difficult form of discrimination to identify and define, but which is illegal and which will not be tolerated. In general, sexual harassment may be described as:

Unwelcome sexual advances, requests to engage in sexual conduct, for sexual favors or for unwanted contact and other physical or expressive (verbal or nonverbal) behavior of a sexual nature when:

- a. Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
- c. Such conduct that is sufficiently severe, persistent or pervasive has the purpose or effect of substantially or unreasonably interfering with an individual's professional work performance or creating an intimidating, hostile, offensive, abusive or demeaning employment environment.

Although the above guidelines were drafted by the federal government initially with regard solely to the employment situation, the principles are generally applicable to the educational setting where comparable harassing conduct, both in academic and non-academic contexts, can constitute sexual harassment. Applying these employment-related principles to the academic setting will require thoughtful judgments about the differences and distinctions between these elements of harassment and the educational context. Many of these principles and prohibitions can occur in the context of other forms of general (non-sex-based) discrimination as well, and will not be permitted by the College.

The Department of Education, Office of Civil Rights has issued a guidance on sexual harassment involving the educational setting, describing such prohibited conduct as follows:

- (i) *quid pro quo* harassment can encompass conduct by a school employee (or equivalent) which explicitly or implicitly conditions a student's participation in an educational program or activity or bases an educational decision on the student's submission to unwelcome sexual advances, requests for sexual favors, or other verbal, nonverbal or physical conduct of a sexual nature; and
- (ii) hostile environment sexual harassment can encompass sexually harassing conduct (which can include unwelcome sexual advances, requests for sexual favors and other verbal, nonverbal or physical conduct of a sexual nature) by an employee, by another student, or by a third party that is sufficiently severe, persistent or pervasive to limit a student's ability to participate in or benefit from an education program or activity or create a hostile or abusive educational environment.

The Department of Education recognizes that if the alleged harassment involves issues of speech or expression, a college's obligations may be affected by the application of First Amendment principles, particularly as these rights apply in the classroom and other education programs and activities.

Sexual harassment can be verbal, nonverbal, visual or physical. It can be overt, as in the suggestion that an individual can secure an advantage or forestall negative treatment by submission to sexual

advances or granting sexual favors. Such overt treatment can be implied from conduct or circumstances and need not be direct or explicit. Sexual harassment can also consist of persistent unwanted attempts to shift an educational or professional relationship to a personal one. Examples of conduct which, if sufficiently severe, persistent or pervasive and nontrivial, can constitute sexual harassment, include unwelcome sexual flirtation and inappropriate or derogatory language, treatment or "jokes" involving individual persons or classes of people. It can be the public display of suggestive or offensive pictures or literature, unwelcome physical contact or serious physical abuse such as sexual assault and rape. In the case of other forms of discrimination, insensitive or derogatory language or treatment, if sufficiently severe, persistent or pervasive, can be equally offensive, and is prohibited by the College. These types of behavior may be considered coercive, demeaning, can be considered threatening and are not conducive to teaching, learning or working. This kind of severe, persistent or pervasive offensive behavior is unacceptable in the College and in college-related settings outside the campus, such as during trips, meetings with parents or members of the community, or professional and college-related social or educational events.

The College recognizes that in determining whether harassment has occurred, the perspective of the person subject to the discrimination or harassment as well as the offender's conduct and/or intention may be considered.

It is also essential to understand that consenting romantic and sexual relationships between employees or faculty and students, particularly between senior or supervisory individuals and less-senior or lower-level employees, between co-workers, or between staff or faculty and students, may lead to unforeseen complications. The respect and trust accorded a more senior/supervisory person by a staff member, or a faculty member by students, as well as the power held by that person in evaluating or otherwise supervising the staff person or evaluating performance or achievement, could diminish the extent to which the individual really feels free to choose or decline involvement. Therefore, each member of the College must be aware of the possible risk of even an apparently consensual sexual relationship. A supervisor, employee or faculty member who enters into a sexual relationship with another member of the College community, where there exists a difference in seniority or power between the individuals involved, must be aware that, if a complaint of sexual harassment is subsequently made, it could be exceedingly difficult for the individual charged with sexual harassment to prove lack of wrongdoing on grounds of mutual consent. Allegations of unprofessional conduct and breach of professional ethics may also be raised regarding such relationships by the individuals involved or by the College. With this in mind, the College may decide, to the extent possible, to reassign or rearrange reporting functions or other roles of parties engaged in a consenting relationship to avoid potential problems in this regard. The College will also consider claims of sexual harassment from a relationship that once was considered consensual.

In any educational setting First Amendment issues relating to speech and expression invariably arise, and the civil rights laws and policies designed to protect students, employees and members of the College community from prohibited harassment and discrimination, are not intended to regulate impermissibly the content of speech. All parties should recognize that the offensiveness of particular expression as perceived by some students or staff, standing alone, may not be a legally sufficient basis to establish a sexually hostile environment under Title IX or harassment and discrimination under other civil rights laws. Not only must the conduct questioned be sufficiently severe, persistent or

pervasive as to limit a student's ability to participate in or benefit from the education program or environment, but these policies must be formulated, interpreted and applied so as to protect academic free speech rights. This offensive course material or discourse may be protected speech.

Finally, this policy and its procedures will only be effective to the extent individuals who believe they are being subjected to harassing or discriminatory treatment adequately notify appropriate college officials, and particularly the Affirmative Action Officer, of the unwelcome conduct. Such notice should be given promptly, completely and clearly so that the College can act appropriately.

PROCEDURES

I. GUIDELINES ON HARASSMENT AND DISCRIMINATION

The underlying goal of this policy and the procedures is prevention. The College believes that education and mutual resolution of matters, rather than discipline or sanctions, is the preferred approach. While the College is committed to increasing everyone's level of understanding and sensitivity to appropriate conduct, where conduct does not comply with the standards set by the College, prompt corrective action will be taken. But the College can only do its job if it knows of alleged harassment and discrimination. An appropriate college official must be advised of unwelcomed conduct so that the College can act to protect the members of the community. The College's guidelines for applying the policy and procedures are detailed below.

1.1 Early Intervention

It is in the best interest of the College and the individual with concerns about harassment or discrimination to consult with a trusted member of the College community at the first instance of what may be perceived to be sexual harassment or discriminatory treatment. Dealing with a situation at its earliest inception may put a stop to the matter before it develops into a more serious problem. For an individual who may have been subjected to harassment or discrimination, guidance about the individual's rights to object to unwanted and unwelcomed conduct, and to communicate that such treatment will not be tolerated, may enable the individual to resolve the matter promptly. Early intervention may be particularly effective when the harassing or discriminatory conduct is unintentional or the result of a lack of sensitivity about conduct. Every member of the College community is encouraged to seek guidance about these issues as early as practical, even before deciding whether or not a grievance may be filed.

1.2 Whom To Contact

If you have questions about this policy and procedures, your rights, about particular treatment or conduct, or need general guidance on sexual harassment or discrimination, you may consult with the affirmative action officer, a dean or chair, a counselor, advisor or trusted member of the community.

The Affirmative Action Officer¹⁷ is the College official who has been designated as the person with overall responsibility for ensuring that the College effectively handles matters involving sexual harassment and discriminatory treatment, including matters covered by Title IX (sex discrimination), the Americans with Disabilities Act, and Title VII (race, color, national origin, age, religion and sex). She or he works closely with other members of the College community to implement and administer the policy and procedures.

Within the College community, all members of the faculty, staff and administration are charged with the responsibility for assisting any individual who has concerns about sexual harassment or discriminatory treatment. Any member of the faculty, staff and administration who observes an incident of sexual harassment or discrimination or who is approached for assistance, must comply with this policy and the accompanying procedures and is to advise and consult promptly with the College's Affirmative Action Officer.

1.3 Who Is Covered

This policy and procedures covers all applicants and members of the College community, including students, faculty, staff and administrators. It also applies to a guest of a member of the College community, those invited to campus, as well as to an employee of a company that serves the College or contracts with the College to provide services.

When an incident of harassment or discrimination involves a non-member of the College community (such as a guest or outside employee), it is within the discretion of the Affirmative Action Officer to modify the procedure and/or refer the matter to an appropriate person or entity where direct action by the College is impractical or unavailable.

When the alleged harassment or discrimination involves only students, the existing procedure for adjudicating matters between students shall apply and the students shall be referred to the dean of Students.

1.4 Rights and Responsibilities

Notice. The rights and protections extended by this policy and its procedures come with an important responsibility for the members of the community. It is a responsibility to come forward and advise an appropriate official of the College of treatment or conduct that may be harassing or discriminatory. For this policy and its procedures to be effective, and for the College to act in the best interests of all the members of its community, the College must have the necessary information about inappropriate or improper conduct or treatment.

¹⁷ In the absence of the Affirmative Action Officer, the Vice-President of Human Resources will be responsible for these matters.

Confidentiality. Throughout the entire process -counseling, filing of a grievance, investigation, informal resolution, formal hearing, determination, and appeal -- the matter will be handled with sensitivity and confidentiality will be respected, to the extent practical and appropriate under the circumstances and consistent with effective administration of the process and governing law. Confidentiality cannot be guaranteed however. Any members of the College community who becomes involved in the process will be expected to conduct themselves appropriately and respect the confidentiality of all parties.

Retaliation. The College affirms that no retaliation may be taken against any individual who seeks guidance about or makes a claim of sexual harassment or discrimination, or participates in the process by assisting an individual who is making a claim, cooperating with an investigation or acting as a witness. Any retaliation or threatened retaliation is a serious violation of this policy and will be treated with the same strict discipline as harassment or discrimination itself. Retaliation should be reported immediately to the Affirmative Action Officer, together with the details of the retaliation. An investigation of the retaliation will be commenced promptly.

Advisors. Any individual involved in the process is entitled to have another member of the College community serve as a confidant and advisor. If an advisor or confidante will be involved, the Affirmative Action Officer shall be told beforehand. The advisor or confidant may assist the individual but will only participate directly in meetings or hearings if invited to do so by the person handling the meeting or hearing. Any request for having an advisor from outside the College is to be made in writing in advance to the Affirmative Action Officer and will be considered based on the circumstances of the case.

False Charges. If someone makes a false complaint of harassment or discrimination (which is different from a good faith complaint which turns out not to constitute discriminatory treatment), the person making the false complaint may be subject to discipline up to and including dismissal or removal.

Action by the College. The College may, in its discretion and in the best interests of the College community, pursue a matter even where the individual who first reported the harassment decides not to go forward with a grievance or when the College has learned independently of potential discriminatory treatment. Once the College is told of harassment or discrimination, or learns of it, it may be obligated to pursue the matter without the participation of the original person who raised the complaint. The College may also pursue a grievance in the absence of the cooperation or participation of the party who is the subject of a complaint, provided adequate notice has been given to that party.

Multiple Complaints. The College reserves the right to pursue action under this policy or procedure, or a related College policy or procedure, even if parallel or related charges are pending before a civil, criminal or administrative tribunal. Nothing in this policy is intended to diminish the rights an individual may have under another College procedure, including those provided for in a collective bargaining agreement or in a Faculty Handbook.

II. THE GRIEVANCE PROCEDURE

2.1 Filing a Grievance

Any member of the College community who believes that he or she has been subjected to sexual harassment or discriminatory treatment may invoke his or her rights under this policy and procedure. Ordinarily an individual seeking to use this procedure should consult promptly with the Affirmative Action Officer or a trusted member of the College community, such as an advisor, professor, dean, director or supervisor, who will involve the Affirmative Action Officer in the handling of the matter. The Affirmative Action Officer is the College official charged with the responsibility for handling matters of discrimination and harassment. The Affirmative Action Officer will act in conjunction with the vice president of Human Resources. In the absence of the Affirmative Action Officer, all matters will go directly to the vice president of Human Resources. All communications and documents involving a charge of harassment or discrimination generally will flow through the Affirmative Action Officer.¹⁸

After discussing the situation with the Affirmative Action Officer, an individual may decide to initiate a formal complaint, but has the option of trying to pursue an individual solution to the problem.

If an individual decides to file a grievance, the person should provide a written summary of the facts of the grievance, including the name of the person who committed the harassment or discrimination, the details of the treatment or actions (including dates, places, nature of the offense, other individuals present) which the individual feels constitute the harassment or discrimination, and any important background information which helps to explain the situation. If other individuals have direct knowledge of the situation, those individuals should be identified. The individual should also state the solution he or she believes would be fair for resolving the problem.

An individual considering filing a charge should do so timely, generally within approximately 60 days of the most recent incident of harassment or attempt to stop harassing treatment, although the College reserves the right to consider any charge filed even if considerable time has past since the harassment or discrimination.

2.2 Notice to Party Charged

Within a reasonable period of time after receipt of a grievance summary, generally ten academic days,¹⁹ the College will advise the individuals identified in the grievance that a grievance has been filed and, in most circumstances, provide a copy of the grievance. The individuals named in the grievance will be interviewed and will be asked to submit to the College a written response to the grievance summary,

¹⁸ At all times in the process the College reserves the right to involve other officials in addition to the Affirmative Action Officer in the review and handling of matters involving harassment and discrimination. In the event the Affirmative Action officer is the person named in a complaint as a party, responsibility for the matter will be assumed by the Vice President for Human Resources or his or her designee.

¹⁹ Academic days are days when the College is in session for classes.

and this response may be shared with the individual who has filed the claim of harassment or discrimination, consistent with applicable law.

The Affirmative Action Officer may, in his or her discretion, proceed with notice to a charged party, even in the absence of a written grievance summary, if the Affirmative Action Officer has sufficient detailed information and evidence to warrant proceeding. If the individual charged does not cooperate in providing a response, the Affirmative Action Officer may reasonably conclude, for purposes of an initial investigation, that the allegations raised may be considered true. The Affirmative Action Officer may extend time limitations for good cause and, where appropriate, may take steps to shield the identity of parties.

2.3 Initial Consultation

The Affirmative Action Officer, or his or her designee, may initiate a preliminary informal investigation of a complaint of sexual harassment or discrimination. In this inquiry the Affirmative Action Officer has wide latitude in the manner and scope of the investigation and may request information, documents, written statements and interview potential witnesses. The Affirmative Action Officer may conduct separate meetings with the parties and may suggest a joint meeting as part of the investigation. Each party may bring an advisor to meetings, but the advisor's role is limited to assisting the individual and the advisor may only participate actively in the meetings if specifically invited to do so by the Affirmative Action Officer or the individual conducting the meeting. Both the individual filing the complaint and the individual charged with the harassment or discrimination may submit relevant information and may recommend names of individuals with knowledge of the situation who may be able to provide relevant information. At the conclusion of the preliminary investigation, the Affirmative Action Officer will make an initial determination about whether the matter may be handled by means of an informal resolution or whether a formal hearing is needed.

2.4 Informal Resolution

If the results of the preliminary investigation indicate that an informal resolution is both possible and appropriate, the Affirmative Action Officer has full authority to urge a resolution of the matter which is acceptable to the parties and the College. A mutually acceptable settlement of the matter may be negotiated and consented to by the parties. A written summary of the resolution will be prepared, acknowledged by the parties (where practicable) and a copy maintained by the College to ensure compliance. A resolution at this stage may include, but not be limited to, acknowledgment of inappropriate conduct and an agreement to end such conduct, agreement to participate in further education, guidance or counseling to heighten understanding of harassment and discrimination, an admonition, a written warning, a written reprimand, probation, suspension, monetary penalty, community service, termination or expulsion.²⁰

If the matter is resolved at the informal stage, the College will treat the complaint as settled. A file relating to the incident will be maintained by the Affirmative Action Officer. The parties shall make

²⁰ The informal resolution process may also conclude with a finding that there was a lack of credible proof to support a claim of harassment or discrimination.

reasonable efforts to conclude the preliminary investigation within twenty-five academic days of beginning the investigation.

If the matter is not resolved to the satisfaction of the parties, the individual who filed the complaint may request that the grievance proceed to a formal hearing. The Affirmative Action Officer shall prepare a summary of the initial investigation to accompany the grievance summary. If the Affirmative Action Officer determines that there is not sufficient evidence of harassment or discrimination to warrant a formal hearing, then a written recommendation that a hearing may not be appropriate should be submitted to the Human Rights Panel which would hear the complaint for a determination on whether or not a hearing is appropriate. Similarly, the Affirmative Action Officer has the authority to determine that a matter is not likely to settle at the informal stage or that a hearing is in the best interests of the College, and the matter may be referred directly to the formal hearing stage.

2.5 Formal Hearing

If a matter is to proceed to a formal hearing, the process of selecting a Hearing Committee and hearing officer will commence promptly so that a hearing can be scheduled to begin within twenty academic days of the decision to resolve the complaint through a formal hearing.²¹ Notwithstanding a decision to refer the matter to a hearing, the parties may reach a mutually acceptable resolution of the matter, which is satisfactory to the College, at any time before the Hearing Committee's determination and proposed sanctions are issued.

2.6 The Human Rights Panel

When a formal hearing is required to adjudicate charges of sexual harassment and/or discrimination, an ad-hoc hearing committee will be constituted from a pre-determined list of sixteen persons -- the Human Rights Panel -- which panel represents the four constituencies of the College community. All members of the Human Rights Panel will have received training in the procedures and guidance involving harassment and discrimination cases. Panel members will be asked to consent to serve on the panel with the utmost commitment to confidentiality and impartiality.

To develop the list of sixteen individuals for the Human Rights Panel, the Affirmative Action Officer shall ask the representatives of the campus constituencies -- students, faculty, administrators (including professional staff) and staff -- to name four persons each.²² Students shall serve for a one-year renewable term. Faculty, staff, and administrators shall serve for three-year renewable terms.

2.7 The Hearing Committee

²¹ The Affirmative Action Officer may extend any time period for good cause .

²² The Vice President of Human Resources shall then review the recommendations, making sure that all components of the College community are represented. Students must be at junior or senior level; all faculty representatives must be tenured. The Vice President may request additional nominations to achieve a balanced and representative panel.

The Affirmative Action Officer will be responsible for randomly selecting the three or five names for the Hearing Committee; to the extent possible this will be done at a joint conference with the parties. If any of the parties believe a proposed member of the Hearing Committee may not be able to serve with the requisite impartiality, he or she shall so inform the Affirmative Action officer, explaining the reason for this concern, within five academic days of being advised of the proposed members of the Hearing Committee. A proposed member of the Committee may ask to be excused if he or she believes a conflict exists which could impair their ability to serve in an impartial manner. If such challenges or withdrawals occur, the Affirmative Action officer may make additional selections from the Human Rights Panel to have a full Committee of no fewer than three and no more than five members. The members of the Hearing Committee will choose a chair and decide procedural questions, including those involving testimony and documents. The Affirmative Action Officer will review the hearing procedures with the parties, including the offering of testimony, cross-examination, the nature of sanctions available, and rights of appeal.

To initiate the hearing process, the Hearing Committee should receive from the Affirmative Action Officer the following: i) the complainant's grievance summary, ii) the response of the individual charged with the harassment or discrimination, and iii) a summary of the Affirmative Action officer's findings from the preliminary investigation. Any documentary evidence or information obtained during the preliminary investigation or provided by the parties is to be forwarded to the Hearing Committee. The Affirmative Action Officer will retain copies of all material in a separate grievance file. No information about the details of prior settlement negotiations (i.e., the elements of the proposed resolution and/or sanctions or the negotiating positions of the parties) are to be disclosed to the Hearing Committee. A list of recommended witnesses should be compiled by the Affirmative Action Officer for the Hearing Committee. Each party should also advise the Hearing Committee of potential witnesses they would like the Hearing Committee to call or potential witnesses that the party proposes to bring to the Hearing.

2.8 The Hearing

The Hearing shall be conducted impartially and with courtesy extended to all parties. The Hearing Committee, in consultation with the Affirmative Action Officer, shall determine who will testify first. Each side will be given an opportunity to present his or her position, to offer witnesses who can provide information relevant to the grievance, to question each person giving information and to present any additional information, materials or documents which relate to the grievance. The Hearing Committee may also call witnesses, request information and question those providing testimony. It is within the discretion of the Hearing Committee to determine that cross-examination questions will be asked by a member of the Committee rather than the party proposing the questions.

The Hearing Committee will have the authority to rule on all procedural issues, including witnesses, testimony, production of documents or information, cross-examination, and submission of evidence. The Committee may permit hearsay testimony and may consider deposition or affidavit testimony if a witness is completely unavailable, and the testimony is of considerable significance.

Unless the Hearing Committee rules otherwise, hearings are closed to those not directly involved in the process. Witnesses will only be permitted in the hearing room when testifying.

The parties may be accompanied by an advisor (as defined in these procedures) to assist in presenting their respective positions. An advisor may not participate unless specifically invited to do so by the Hearing Committee.

The standard of proof governing a finding of violation of College policy generally will be a good faith determination that there are reasonable grounds for the decision to be made, that the evidence as a whole provides sufficient credible proof to support the allegation of the complaining party. The determination is based on the full body of evidence presented to the Hearing Committee.

A tape or transcript of a hearing will only be made where the College determines it is required by the severity of the circumstances.

The Hearing Committee may consider a grievance presented by the College in the absence of the cooperation of the grievant or the party charged.

The Hearing Committee will make its findings and determination based on the evidence as a whole before the Committee. A written report, summarizing the findings of fact, resolving issues of credibility, if any, and determining the question of culpability will be prepared by the Hearing Committee. Where the Hearing Committee determines that there has been a violation of the College's policies, an appropriate sanction shall be recommended. The Hearing Committee will make reasonable efforts to conclude the hearing and its deliberations within twenty-five academic days of the hearing's commencement.

The findings, determination, recommendations, and proposed sanctions shall be presented to the Affirmative Action Officer for review before the determination and recommended sanctions are shared with the parties. The Affirmative Action Officer may raise questions to the Committee, ask for points of clarification, and advise on the consistency of sanctions. The Committee may consider these issues and modify their findings, determinations, and sanctions, as it deems appropriate. The final report will be provided to the Affirmative Action Officer for distribution to the parties and the College administration.

If both parties and the College accept the report and recommendations, the determination will be adopted, the sanctions, if any, imposed and the matter resolved.

In the absence of a mutual acceptance by the parties, the College may accept the findings, determinations, and sanctions and implement the Committee's actions. Either party may challenge the findings, determination, or sanctions and appeal the matter to the president of the College. Such appeal should be in writing, stating the nature of the objection, and delivered timely to the office of the president of the College, generally within 15 academic days of receipt of the Committee's determination.

The College reserves the right to recommend a reconsideration of the Committee's action.

2.9 Sanctions

The sanctions appropriate for enforcing the College's policy against discrimination and harassment should be appropriate to the severity of the actions, the status of the individual who violated the policy, and the record of the party charged involving similar or related prior violations. Where appropriate, progressive discipline should be considered. Sanctions imposed should, to the extent reasonable, be consistent for similar offenses and circumstances.

Sanctions available include, but are not limited to, acknowledgment of inappropriate conduct and an agreement to end such conduct, agreement to participate in further education, guidance or counseling to heighten understanding of harassment and discrimination, an admonition, written warning, a written reprimand, withholding a promotion or pay increase, probation, suspension without pay, monetary penalty, community service, termination or expulsion. Multiple sanctions may be imposed.

A record of the complaint and grievance process will be maintained separately from an individual's other permanent records or files at the College. The findings, determination and proposed sanction, as well as any written form of sanction, may be placed in the individual's permanent record, or may be maintained in the record under seal, as determined by the Hearing Committee or the College.

The imposition of sanctions or application of this policy and procedures does not preclude the College from filing charges or cooperating with civil or criminal authorities.

III. Appeal

An appeal of the formal determination may be requested in writing, stating the nature of the objection and delivered timely (generally within 15 academic days) to the Affirmative Action Officer, with a copy to the office of the president of the College. The appeal will be considered by an Appeal Subcommittee consisting of three members of the Human Rights Panel (none of who participated in the original deliberation), selected by the Affirmative Action Officer. The appeal Subcommittee shall select its own chair. In the event that scheduling makes it difficult to convene an Appeal Subcommittee for a timely review, the College may, in its discretion, offer the parties the option of having the appeal considered by a three person Committee appointed by the College that may include individuals not from the Human Rights Panel.

The appeal will consist of a review of the record as a whole at the earlier stages of the process; new evidence will only be considered if it was discovered or obtained after the previous level of determination and is directly relevant. On appeal, the earlier determination may be affirmed, reversed, modified, or returned for reconsideration. The recommendation of the Appeal Subcommittee is to be transmitted to the Affirmative Action Officer and the president of the College, who will advise the parties of the determination. The College reserves the right to recommend a reconsideration by the Appeal Subcommittee of their determination.

When a final determination may result in termination or expulsion, and where a regular college procedure exists for such a determination and action, that procedure may be invoked upon the prompt written request of the party being sanctioned to the Affirmative Action Officer, with a copy to the

president, before final action is taken.

IV. Conclusion

Complaints of harassment or discrimination require sensitivity to the interests of the members of the College and the individuals involved in the process. Just as it is important to recognize that those subjected to discrimination and harassment must have someone and somewhere to turn for assistance, so it is important to realize that unsubstantiated or malicious charges may seriously affect the reputations, careers or personal lives of the individuals charged with such conduct. The College will take action against anyone who uses the process abusively or as a way to gain advancement, to excuse poor job or classroom performance, or to settle personal differences.

It is also important to know that incidents of sexual harassment should be brought to the attention of the Affirmative Action Officer even if a person is only an observer of the incident or learned indirectly of the conduct. This is essential to ensure that harassment is dealt with promptly and constructively. Reporting information about possible harassment and discrimination is not incompatible with pledges of confidentiality because harassing conduct can affect other members of the larger community as well. The Affirmative Action Officer is the central source of information about harassment and discrimination, and can make informed judgments about identifying patterns and practices of discriminatory conduct, and about pursuing an investigation.

The underlying goal of this policy is education and resolution rather than discipline or sanction. The College is committed to increasing everyone's level of understanding about and sensitivity to appropriate conduct. Where conduct does not comply, the College will take prompt corrective action.

Nothing in this policy is intended to foreclose an individual from pursuing their rights under any existing College procedure, collective bargaining agreement or from pursuing any federal, state or local remedies. The College reserves the right to modify these procedures, with or without advance notice, as appropriate, to respond effectively to a given situation and in response to changes in applicable law, regulations and guidance.

Appendix F: Attendance Policy

ATTENDANCE POLICY

Students are required to fulfill all course requirements as detailed in the course syllabus for their registered courses. They will be held accountable for the entire course content including completing all course assignments and attending classes.

All absences from any class period or activity including a laboratory session are considered unexcused absences unless the student completes and submits a *Request for Excused Absence Form* that is ultimately approved.

After four unexcused absences, the dean of the school in which the student is matriculated shall be notified and the student shall attend an interview to discuss his or her excessive absences. As a result, the student may be referred for counseling, be advised to withdraw from the course, and/or receive a letter or warning if the student's scholastic record is jeopardized.

Students cannot expect that any makeup tests, quizzes or laboratories will be provided and may incur an appropriate grade penalty for such absences, excused or unexcused. Reasonable accommodations for excused absences are encouraged but are solely at the discretion of the faculty member.

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**Council for Faculty Affairs
Faculty Handbook
Chapter III**

3.0 Services of Interest to the Faculty

3.1 Health Services

Health services staff provide medical care for common minor health problems, including: acute illnesses; injuries; blood pressure checks; vision screenings; asthma treatments; suture removal; and a variety of other health-related services. Such services are available to all employees. Medical services provided by our nurse practitioner and physicians are at no charge. If staff members require outside services, such as laboratory analysis, x-rays, etc., they will be responsible for payment to that provider of services. Health Services does not replace the services of the employee's primary care physician, but complements them by providing a convenient additional layer of care when health-related concerns occur during the work day. Health Services is located in Alumni Hall, Room 104 (next to the Fitness Center.)

Medical Emergencies: Whenever a medical emergency arises, campus security (718-862-7333) should be contacted immediately. Campus security responds to all emergency calls 24 hours a day, notifying health services or New York City Emergency Medical Services as appropriate. While every effort will be made to notify next of kin in case of serious illness or accidents requiring emergency treatment, it is understood and agreed that even without such notification, those concerned give their permission and consent to the College to take such measures as may be deemed necessary. Medical care is always available at the Allen Pavilion Emergency Room (Broadway and 217th St.), which is part of the Columbia/New York Presbyterian Hospital system.

3.2 Library

Library: Faculty members have the privilege of extended borrowing provided they make a periodic return. Faculty members may also ask the staff to place certain books, audio and video tapes, or other educational materials useful to their courses on reserve. Some limited space is reserved in the library for private faculty study.

3.3 Special Programs and Services

These services, available without charge to members of the faculty and staff through the office of the vice president for student life, include advisement, processing and representation in connection with

foreign citizenship, international teacher-exchange programs, opportunities for lectureships and extended professional development here and abroad, and military service status.

3.4 Placement Bureau

Faculty members may make use of the career services for members of their families.

3.5 College Book Store

The book store offers to the faculty a special discount on books. Ten percent discount on everything other than textbooks.

3.6 Dining Facilities

Dining facilities for lunch in the Faculty Dining room in Thomas Hall are reserved exclusively for faculty members, the administrative staff, and guests.

3.7 Faculty Lounges

Faculty lounges are located in Miguel Hall and in the Leo Engineering Building.

3.8 Secretarial and Copying Services

Secretarial service is provided for routine work of faculty members. These services are available from departmental secretaries. The copy center in Chrysostom is also available for faculty use. Please consult the center regarding schedule, cost, and prices. Faculty members may seek the services of secretaries for routine departmental work: letters of recommendation; minutes of departmental meetings; examinations; and class notes (provided they are not too extensive). Also included is the preparation of manuscripts, other than dissertations and books, for publication. The College cannot undertake to provide secretarial service for personal correspondence.

3.9 Parking

Some limited parking space is available for faculty use in the lower forecourt in front of the Memorial Hall, in the areas around Jasper Hall, Draddy Gymnasium, the Manhattan Parking Garage, and in the parking lots south of the Engineering Building and RLC. A faculty member who uses these facilities must have a current faculty decal on his or her car. All vehicles must be registered with the

director of security. Because of limited parking facilities, no faculty member can be guaranteed a parking space.

3.10 Identification Cards

All members of the faculty are provided with identification cards annually. These cards are useful for identification for various purposes both on and off the campus. Requests for identification cards shall be made to the office of the dean of students.

3.11 Blood Bank

Faculty may become members of the Manhattan College Blood Bank by contributing one or more pints of blood each year; collections are made twice yearly. As a member of this bank, a faculty member and his or her immediate family shall receive blood free of charge should the need for it arise.

3.12 Counseling Center

The counseling center staff provides services to students and employees. Members of the College community may avail themselves of individual counseling, which is generally of a short term nature, or may participate in group programs offered throughout the year. Educational workshops and materials, as well as referrals to community resources are also available. Center staff provides consultation services by phone or in-office to those individuals who have questions or concerns about how to help others (e.g., friend, family member, student).

All services of the counseling center are confidential. Records maintained in the counseling center are separate from college academic records. All staff members of the counseling center adhere to professional and ethical standards regarding confidentiality. The limits of confidentiality are discussed with each client at the first session. The counseling center is located in Miguel Hall, Room 501. (Please see section 1.4.3.2 of the **Faculty Handbook** for a more detailed description.)

3.13 Human Resources

Manages employee benefits and offers other types of services (e.g., credit union, retirement benefits, medical benefits, car insurance, TransitChek). (Please see section 1.4.5 of the **Faculty Handbook** for a more detailed description.)

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**Council for Faculty Affairs
Faculty Handbook
Chapter IV**

4.0 Administrative and Financial Policies of Interest to the Faculty

4.1 Emergencies

In case of emergency, immediately notify security at 718-862-7333.

4.2 Change of Address

Faculty members shall report changes of address to both human resources and the provost's office.

All requests for the inclusion of budget figures for a given fiscal year (July 1st to June 30th) shall be submitted to the respective dean and the provost by the day designated, but not later than the first day of February in the preceding year.

4.3 Payroll Services and Disbursement

The controller's office is responsible for all outgoing funds of the College. All financial and budgetary records are maintained by this office. Faculty payroll checks are available in the controller's office on the last business day of each month with the exception of the months of May, June, July, and August, when these checks are mailed to the faculty member's home address. Alternatively, faculty may arrange for direct deposit of payroll checks, which becomes effective six to eight weeks after the initial request. All full-time faculty receive their salary in twelve equal payments. Compensation of all overload is computed on an annual basis and paid in the Spring Semester. Part-time faculty are paid in four monthly installments during any semester in which they teach. Information concerning the College budget may be obtained from this office by faculty members with sufficient cause.

Recipients of grants, whether from the College or from outside sources, should present their award letters and grant budgets to the assistant provost. Subsequently, the controller's office will assign a fund number, and the grant recipient will be notified. Charges against the account for supplies or services provided by the College are handled by the payroll manager. As for payments to outside vendors, the grant recipient first obtains a check request form from the

controller's office. Once completed, this form is returned to the controller's office. Finally, purchase of equipment is handled by the business manager. (Please see section 1.4.4.1 of the **Faculty Handbook** for a more detailed description.)

4.4 Business Services

The business office is the primary agent authorized to make purchases for the College. All purchasing is done through this office with the exception of those purchases made by the bookstore for resale. The College shall not assume responsibility for payment for any purchase made other than in accordance with the above and following rules.

Upon approval by the chair, a faculty member needing supplies should collect the vendor, product information, product description, product price, etc. and provide that data to his/her department's staff member having access to the BANNER purchasing program. Each department has assigned a staff member for training in BANNER. This staff member will then create a BANNER requisition. The business office will give final approval and create the purchase order using this requisition.

Requisitions are not purchase orders, but simply a statement of need and a request to purchase by the College. The business office reserves the right to change the vendor source or suggest an alternative product should this be deemed to be in the best interest of the College.

Capital expenditures are defined as: (1) those involving any tangible asset used in a single location and having a total value of at least \$1000 as well as; (2) any purchase of computers regardless of dollar amount. All capital expenditures must be approved by the department chair as well as by the office of the executive vice president and provost having responsibility for the capital budget.

Invoices shall be sent by the vendor directly to the department chair for verification of receipt of order and correct billing of same. It is imperative that the invoice be signed and returned to the controller's office without delay in order to protect the College's reputation for prompt payment of obligations.

4.5 Bookstore Services

The primary function of the bookstore is to make available to students an adequate supply of textbooks on or before the first day of each semester. In order to accomplish this, the bookstore seeks the cooperation of the faculty. Faculty can cooperate in the following ways:

(1) Requests for book orders are sent to department chairpersons three or four months before the beginning of the semester in question. Chairs then forward these requests to individual faculty members. When a faculty member promptly submits book orders for courses he or she is teaching, this enables the bookstore to order early and allows time for making an adjustment should a book be out of print or out of stock. Early adoptions also increase the

bookstore's chances of securing used copies of books still in print. It also allows students who own these titles to take advantage of the bookstore's buyback program. Obviously, for this to work, adoptions must be received at the bookstore before students have left campus;

(2) Faculty members should be careful in estimating the number of students enrolling in any course he or she will be teaching. All unsold textbooks—except those definitely slated for the next semester's adoption—are returned to the publisher starting just six weeks from the opening day of the semester. Faculty and department staff are notified in advance of the return date, and it is suggested that this information be passed on to the students since it may be impossible to order textbooks for individual students later in the semester;

(3) Faculty should encourage students to purchase textbooks promptly due to the time limit of six weeks on the bookstore's ability to return unsold textbooks to suppliers;

(4) Faculty members should make requests for desk copies directly to the publisher. Should a faculty member's desk copy not arrive by the beginning of the semester, it is always possible to purchase a copy from the bookstore, which is then returnable for a complete refund once a desk copy has been received to replace it.

4.6 Faculty Travel Funds

Travel allowances shall be granted to full-time faculty members to participate actively in regularly scheduled meetings of learned and scientific associations, insofar as budget will allow. Faculty members must apply for travel allowances in advance by submitting the Travel Request Form to the dean of the school for his or her recommendation to the provost.

4.7 Faculty Sick Leave

In cases of extended illness necessitating absence from teaching assignments and/or other duties, the salary of a faculty member shall be continued for one month for faculty members in the first year of their appointment. All other faculty members shall receive an additional month's salary for each year's past service to the College up to six months when the College's long term disability program takes effect.

The chair of a department shall arrange with colleagues to cover cooperatively a sick faculty member's classes during a short period of illness. In cases of necessity and with the dean's approval, a substitute teacher may be hired for a longer period of illness. When appropriate, arrangements for compensation to a faculty member who substitutes for a sick colleague shall be made by the dean and chair of the department.

4.8 Disability Benefits

In conjunction with its policy on sick leaves, the College insures all members of the faculty against long-term total disability. The insurer is TIAA-CREF.

(a) Eligibility

All full-time members of the faculty are insured upon completion of two years of continuous service.

(b) Benefits

Long-term disability benefits start on the first day of the month after six months of continuous total disability. Benefits change during a term of continuous total disability depending on the age when total disability starts. The plan specifies the monthly income benefit, the monthly annuity benefit and the annual benefit increase.

Accrued sick time ceases when an employee become eligible for long term disability. If the employee returns to work and then becomes ill again, any remaining sick leave will be used.

No benefits will be paid if the total disability is caused by an intentionally self-inflicted injury or by war.

4.9 Workmen's Compensation Insurance

If a member of the faculty incurs an injury in relation to his/her work on campus, medical expenses are covered by this program. The College pays all costs of this insurance. All injuries must be reported promptly to the department of human resources of the College.

4.10 Unemployment Insurance

Unemployment Compensation

Members of the faculty may be eligible for unemployment due to loss of employment. He/she should seek advice from the department of human resources concerning this benefit.

Application for unemployment insurance compensation is made at the local unemployment office where the faculty member resides. If the faculty member is found eligible for unemployment compensation, the College pays the entire cost.

4.11 Security of Equipment

The College cannot undertake to insure all equipment against theft. All office equipment should be protected by securely locking doors, and, wherever possible, storage in locked cabinets or closets. The College cannot accept responsibility for personal property of faculty members (books, typewriters, recorders, radios, televisions, computers, etc.) that is left anywhere on the College property. Such items are not covered by any form of insurance against theft or damage.

4.12 Entertainment

No departmental budget may be used to defray the cost of any entertainment, dinner or receptions. Individual persons or groups authorized to hold dinners, etc., must make arrangements for use of dining facilities through the office of the dean of students; no arrangements may be made until the sponsoring party has indicated the account to which charges will be assigned.

4.13 The Relationship of Faculty to the Facilities Department and Security of the College

The faculty of the College are expected to cooperate with the directors of physical plant and of security in the following areas:

- (1) they shall report directly or through the chair of the department to the directors of physical plant and of security when facilities required for the efficient conduct of the academic work of the College are in need of repair; work order forms for this shall be available in the office of the chair of the department;
- (2) if a faculty member witnesses vandalism (destruction of facilities, defacement of desks, walls, partitions, etc.) on the part of students, he or she shall require the perpetrator(s) to hand over identification card(s); the card(s) shall be sent, with a written report to the director of security, who shall take appropriate action;
- (3) faculty members shall apply to the directors of security and of physical plant through the chair of the department for all necessary keys; each one must accept personal responsibility for use of keys given to him or her and take care that they are not available to persons unauthorized to use them; when a faculty member's association with Manhattan College is terminated, he or she shall return all keys to Manhattan College facilities or property to the department chair, who shall transmit them to the directors of security and physical plant;
- (4) each faculty member who makes use of parking facilities must apply annually for a decal that identifies his or her car; no member of the faculty can be guaranteed a specific parking space;

(5) faculty members who seek to use areas of the College in off hours shall identify themselves to the guards on duty when seeking admission; the faculty identification card shall be used for this purpose;

(6) at the conclusion of each class, faculty members are requested to see that the room is made ready for the next class session; blackboards shall be erased and nothing shall be left on the teacher's desk.

4.14 The Relationship of Faculty to the Student Affairs Policies

Faculty are advised to consult the Manhattan College Student Handbook for policies related to and of interest to faculty.

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