



Medaille College

POLICY MANUAL

FACULTY HANDBOOK / VOLUME IV

Approved by the Board of Trustees

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Faculty Handbook / Volume IV

4.0 Introduction

A. *Role of the Faculty Handbook/Volume IV*

The Medaille College Board of Trustees operates under the provisions of the Bylaws and policies of the Board of Trustees. In general, the Board of Trustees sets policy and approves actions of the College; determines the bylaws of the College, from which all units derive or adopt specific governance structures.

While the contents of this *Faculty Handbook/Volume IV* (“Faculty Handbook”) are made and convey part of the employment relationship between Medaille College (“Medaille”) and faculty members, in the future new policies may be added and/or existing policies and benefits may be revised or deleted as provided for herein. Accordingly, this Faculty Handbook does not grant in any faculty member a right or privilege that can never be changed. The Board of Trustees in its sole discretion may add, delete, or modify the policies in this Faculty Handbook pursuant to the provisions of Section 4.9.

The full Board of Trustees meets approximately four times a year. The Board operates through a series of standing and special committees that deal with major items of policy and practice before they are presented to the full Board of Trustees.

All faculty members shall have electronic access to the current version of the entire *Medaille College Policy Manual* which can be located on Medaille’s website.

B. *Academic Freedom at Medaille*

Academic freedom is essential to these purposes and applies to both teaching and scholarship. Freedom in scholarship is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the faculty in teaching and of the student to freedom in learning. Academic freedom carries with it duties correlative with rights:

- *The faculty member is entitled to full freedom in research, scholarship, and in the publication of the results.*
- *The faculty member is entitled to freedom in the classroom in discussing one’s subject, but should be careful not to introduce into one’s teaching controversial matter that has no relation to the course learning outcomes.*
- *When the faculty member speaks or writes as a private citizen, he or she should be free from institutional censorship or discipline, but the faculty member’s special position in the community imposes special obligations. As an individual of learning and an educational faculty member, he or she should remember that the public may judge the profession, and the faculty member should at all times be accurate, should*

exercise appropriate restraint, should show respect for the opinions of others, and should make a documented and/or demonstrable effort to indicate that the he or she is not Medaille's spokesperson.

Academic freedom does not: (1) permit threatening, harassing, or intimidating conduct by the faculty member; (2) permit the imposition of the faculty member's viewpoints on Medaille's students or employees; (3) prohibit challenges or criticisms to the faculty member's teachings or manner of teaching; (4) protect the faculty member from losing his or her job for performance related issues or provide the faculty member with guaranteed employment; (5) protect against penalties if the faculty member breaks the law; (6) permit the faculty member to ignore or fail to comply with Medaille's policies and procedures; or (7) protect against disciplinary action by Medaille, up through and including termination.

Medaille is committed to protecting academic freedom at the College. If any faculty member believes that his or her freedom has been infringed upon, the faculty member is encouraged to file a grievance as indicated below. This "Open Door" policy and procedure, providing review through layers of academic administration, assures all faculty members that academic freedom-related concerns are handled in a fair, equitable, and consistent manner.

Any faculty member is permitted to file a petition concerning a "Grievable" issue, which is defined as: (1) a violation of academic freedom; or (2) issues directly relating to academic coursework, accreditation, or degree programs.

A Grievable issue does not include disputes over compensation, promotion, job duties, hiring decisions, appointments, layoffs, discipline, termination or allegations of harassment, discrimination, or retaliation. Procedures for addressing and contesting these issues are included in Medaille Handbook Policy Volumes II (e.g. harassment and discrimination), III (e.g. sexual harassment, dispute resolution, whistleblower), or in the faculty member's employment agreement (e.g. discipline and separation from employment). Any further questions regarding these issues may be addressed to the Director of Human Resources.

The three step process for addressing a Grievable issue is as follows:

Step One: A faculty member with a complaint or concern regarding academic freedom should initially approach his or her supervisor.

Step Two: In the event the faculty member feels the issue remains unresolved following discussions with the supervisor, the faculty member may submit an official grievance in writing to the Vice President of Academic Affairs ("VPAA") outlining the situation on a form as designed by the VPAA. The VPAA will respond within ten (10) working days, or in the case of a conflict of interests, work with the President to designate a peer to review the case.

Step Three: A faculty member who feels that his or her grievance relating to academic freedom has not received adequate attention in Step Two may direct the initial grievance and written response to the President. The President will review the grievance and appoint a committee of faculty peers who will recommend a course of action to the President, who will make a final determination of the matter. The President's decision will constitute a final resolution of the matter.

C. Faculty Expectations

Medaille inspires people to learn and lead in the world with purpose. As an institution, we work to demonstrate multiple core values: Curiosity, Integrity, Excellence and Community. As vital contributors to Medaille's mission and values, faculty are charged to provide excellent teaching, scholarship, and service to Medaille. Student learning outcomes and persistence to graduation will be the focus of all instructional efforts - thus, continuous improvement and student success should be the primary emphasis of the faculty. Faculty duties and responsibilities are set forth in greater detail below. The Board of Trustees and Medaille's administration will work collaboratively with the faculty to facilitate these efforts in ways most effective to educate and retain students within the context of overall institutional priorities and operations.

In order to meet Medaille's institutional goal of supporting student learning outcomes in the competitive marketplace of higher education, faculty must work together as a team in support of that end. Faculty are encouraged to work individually, within departments, within college/schools, and across Medaille to enhance curriculum and create rich opportunities for learning appropriate to Medaille's goals and values, best practices in teaching and learning in higher education, and institutional consistency. Academic freedom is alive and supported at Medaille, and faculty have freedom in the classroom to teach or communicate ideas or facts related to learning objectives without fear from institutional censorship, retaliation, or discipline. Faculty are encouraged to critically analyze, reflect on, and receive feedback about all aspects of curriculum and instruction from their peers, administration, students, appropriate professional organizations, and other relevant stakeholders.

Because Medaille seeks critical and independent thought by our students, faculty encourage freedom of expression and ideas, even when controversial, through pedagogical strategies, questions, and discussions used to meet learning objectives. Faculty exercise professional responsibility in excluding material not relevant to the topics at hand and refrain at all times from discriminating against, harassing, or ridiculing students or other faculty. At the same time, faculty are called to engage in careful analysis and respectful critique of the ideas and perspectives under consideration and to hold students responsible for understanding the course material.

4.1 Faculty Appointments and Annual Reviews

Medaille seeks to attract and retain high performing, student centric, respected faculty within the campus community. To that end, Medaille offers a distinguished path for promotion, annual employment agreements, and rolling three-year term appointments to its most accomplished faculty. All faculty members must sign an employment agreement. Any faculty member at Medaille who does not enter into a signed agreement is an at-will employee, and no at-will employee shall claim any right or benefit under the Faculty Handbook.

A. Annual Appointments

Except otherwise discussed below, all full-time faculty will be eligible for annual employment agreements in their first six years of employment at Medaille. Renewal of each year's annual employment agreement will be contingent upon a satisfactory annual performance review. After the spring terms of the first through fifth years of employment, performance reviews will be conducted and any non-renewal of the annual employment agreement will be communicated thereafter, effective at the end of the spring term. Upon completion of the performance review at the end of the spring term of the sixth year of employment, if a decision is made to not renew the employment agreement, the faculty member will be terminated.

Upon successful completion of the first six academic years of employment and following a satisfactory performance review after the spring of the sixth year, a faculty member will then be awarded a multi-year term employment agreement as discussed below. Grounds for dismissal or termination will be outlined in the employment agreement. For anything other than an annual employment agreement, the Board of Trustees retains final approval based on collected recommendations from the Department Head/Chair, the VPAA, and the President.

B. Rolling Three-Year Term Appointments

Following a satisfactory sixth-year annual performance review and then beginning in the seventh year of full-time faculty status, faculty will receive a rolling three-year term employment agreement. Full-time faculty who were on tenure-track prior to the 2020-2021 academic year shall also receive a rolling three-year term employment agreement, and their continued employment shall be governed by the terms of this multi-year employment agreement. Grounds for dismissal or termination will be outlined in the employment agreement.

During the multi-year term employment agreement, faculty members are still subject to annual performance reviews. The faculty member shall receive a "satisfactory" (meets expectations) or "unsatisfactory" (does not meet expectations) designation after completion of their faculty evaluation as discussed below.

If the faculty member receives an overall satisfactory review, the employment agreement will then automatically be extended for an additional year to create a rolling three-year term, subject to the terms and conditions in the original employment agreement. Put another way, upon receipt of a satisfactory review, the three-year employment agreement would "roll" forward by one year and, therefore, the faculty member would still retain a three-year employment agreement. The employment agreement would continue to roll forward following each consecutive satisfactory performance review.

If a faculty member receives an overall unsatisfactory designation, that will result in the faculty member's term employment agreement not being extended for an additional year and the faculty member shall be placed on a faculty development plan as discussed below. Put another way, the rolling nature of the employment agreement is suspended (i.e.

deemed not to roll forward) following an unsatisfactory annual performance. In this case, the faculty member would have two years remaining on their employment agreement.

Following an unsatisfactory annual review, the rolling nature of the employment agreement can be restored only after obtaining two successive years of satisfactory annual reviews and satisfactory completion of the faculty development plan. If the faculty member achieves these goals, then the rolling employment agreement may be restored to the original conditions (i.e. three-year rolling employment agreement). A faculty member becomes ineligible for a rolling employment agreement in the event the faculty member receives: (1) two consecutive overall unsatisfactory annual reviews; or (2) two non-consecutive overall unsatisfactory reviews in a six-year period.

C. *Tenure and Tenure-Track Appointments*

Any faculty member who was awarded tenure at Medaille on or before June 2020 shall retain the designation of tenure. A tenured faculty member shall be awarded a continuous rolling employment agreement, which shall contain grounds for dismissal or termination. During the continuous rolling employment agreement, tenured faculty members are still subject to annual performance reviews. Incomplete and/or unsatisfactory performance reviews may result in discipline and/or termination as set forth in the employment agreement.

Any tenure-track faculty member who was not awarded tenure on or before June 2020 shall be awarded a rolling three-year term appointment (described above). No new tenure or tenure-track appointments shall be made after June 2020.

D. *Issuance and Receipt of Appointments*

With the exception of those faculty members who received ten-month appointments prior to the 2020-2021 academic year, all appointments to full-time teaching faculty positions shall:

1. Ordinarily run from August 15 to August 14. Each appointment shall specify the type of appointment as well as the dates during which the appointment is operative. For those faculty members who were previously appointed to ten-month positions (*i.e.* appointment from August 15th to June 15th), they may elect to continue the ten-month appointment.
2. State the locus of the appointment (*i.e.* applicable Academic Department or other instructional unit). Medaille retains the right to modify, change, or transfer the faculty member's assigned coursework at any time as long as the modification, change or transfer is within the same locus of appointment, contains comparable duties, and is within the faculty member's expertise and/or skill set.
3. Explicitly state the academic rank to be held during the period of the appointment. If the faculty member is promoted during the appointment term, a revised appointment shall be issued that states the appropriate rank of the faculty member.

4. Specify the salary to be made directly to the faculty member for services during the appointment period.

Faculty shall receive written notification from the VPAA or the President's designee of their appointment and salaries for the subsequent year on or before June 15 of each year.

The initial appointment becomes official when the appointment is offered by the President to the prospective faculty member and is signed by all parties. A copy is retained on file in the Office of the Director of Human Resources, the second copy is retained on file in the Office of the VPAA, and the third copy is retained by the faculty member. Subsequent re-appointments and salary letters shall come from the VPAA or the President's designee. The VPAA and the President shall review all current appointments for renewal consideration.

E. Faculty Evaluation

Annually, all faculty performance will be formally reviewed as a self-assessment and as a performance assessment by their program director using a form and format designed by Medaille. The primary purpose of the annual performance assessment process is to review the faculty member's prior year performance and contributions to Medaille and to ensure continued quality in the faculty core competencies. It is also an opportunity for faculty to reflect on their personal and professional goals that were established the previous year. Faculty are required to submit to their program director, a written self-evaluation with supporting evidence by a date certain as set by the VPAA. Faculty members shall evaluate and review their own performance on an annual basis via a form prepared by the VPAA and/or the President's designee. The performance review primarily entail a retrospective analysis of the previous two semester's performance, achievements, and setting new goals. Annual written self and program director evaluations will be retained in the faculty member's official file. Each faculty member shall be provided a written copy of his/her annual performance assessments. No one competency or single piece of evidence may be used to evaluate a faculty member's overall performance, but a holistic review of available information must be employed. The overall evaluation process shall include both the individual faculty member's self-assessment and the program director's assessment as part of the review. The performance assessment process should be structured to ensure that faculty experimenting with pedagogical techniques and technologies would not be unduly punished in the review process. In other words, in assigning a performance review result, due consideration will be given to faculty who are piloting models to enhance effectiveness and/or efficiency.

F. Faculty Development Plan

It is expected that most faculty members shall be found to be performing their responsibilities and duties satisfactorily. Where there is demonstrable evidence of substantial and continuing deficiency, shall such faculty member be required to participate in the design and implementation of a faculty development plan as part of an ongoing and collegial conversation about the faculty member's professional development.

Any single area of unsatisfactory performance should be addressed in a faculty conversation and improvement plan at the department level. In rare cases, when there is demonstrable

evidence of substantial and continuing deficiency in any faculty member's performance overall, the faculty member shall be required to participate in a collegial conversation and in the design and implementation of a faculty development plan that includes participation of the appropriate College or School Dean and the VPAA or the President's designee. The faculty development plan shall be tailored to meet College and department objectives, as well as a faculty member's individual circumstances. The plan will:

1. Identify specific goals and objectives that will address the demonstrable evidence of substantial and continuing deficiency in a faculty member's performance of his or her responsibilities or duties;
2. Outline the necessary activities that must take place to achieve the goals;
3. Set time lines for accomplishment of such activities;
4. Indicate the criteria for assessment of progress;
5. Identify Medaille resources necessary to support the plan and identify how and when such resources will be made available to the faculty member.

4.2 Faculty Status and Rank, Salary, and Benefits

A. Full-Time Faculty and Ranks

Full-time teaching faculty members ordinarily have full-time teaching duties or have teaching and other duties equivalent to a full-time teaching load and fulfill the duties and responsibilities of a faculty member. Full-time teaching faculty members are full voting members of the faculty. For the purposes of defining full-time faculty, the minimum threshold will be 80% or more of an individual's full-time commitment devoted to a teaching faculty and student mentoring/advising role.

A full-time teaching faculty member is an employee of Medaille who is qualified for appointment and is appointed by the President to one of the academic ranks listed below. The final determination of promotion to a different rank will be made by the Board of Trustees. Full-time faculty ranks include the following:

1. **Assistant Professor.** To hold the rank of Assistant Professor, the candidate shall possess:
 - a. A terminal degree in an appropriate discipline;
 - b. Evidence of effective classroom teaching;
 - c. Evidence of fulfilling responsibilities appropriate to the position(s) held.
2. **Associate Professor.** To hold the rank of Associate Professor, the candidate shall possess:
 - a. A terminal degree in an appropriate discipline;
 - b. Except in unusually meritorious cases, six years of appropriate, successful collegiate experience at the rank of Assistant Professor;

- c. Evidence of effective classroom teaching;
- d. An established record of sustained success at fulfilling faculty responsibilities appropriate to position(s) held;
- e. Evidence of scholarship and professional development recognized within the institution.

Outside candidates whose initial appointment is to the rank of Associate Professor shall have held the Assistant or Associate Professor rank and shall normally have completed a total of six years of appropriate, successful experience at either or both ranks.

- 3. **Professor.** To hold the rank of Professor, the candidate shall possess:
 - a. A terminal degree in an appropriate discipline;
 - b. Except in unusually meritorious cases, six years of appropriate, successful collegiate experience at the rank of Associate Professor;
 - c. Evidence of effective classroom teaching;
 - d. Evidence of excellence in fulfilling faculty responsibilities appropriate to position(s) held;
 - e. Evidence of scholarship and professional development recognized within and beyond Medaille.

Outside candidates whose initial appointment is to the Professorial rank shall have held the Associate or Professorial rank and normally shall have completed a total of six years of appropriate, successful experience at either or both ranks.

- 4. **Clinical Instructor.** To hold the rank of Clinical Instructor, the candidate shall possess:
 - a. A degree appropriate to the field and, where applicable, current licensure or certification to practice in the profession;
 - b. Demonstrated competence in clinical practice;
 - c. A strong indication of potential to fulfill the responsibilities for teaching and mentoring/advising, professional activities, and service to Medaille appropriate to the position(s) held.
- 5. **Clinical Assistant Professor.** To hold the rank of Clinical Assistant Professor, the candidate shall possess:
 - a. A minimum of at least a master's degree in an appropriate discipline or, where applicable, current advanced licensure or certification to practice the profession;
 - b. Clinical expertise appropriate to the profession;
 - c. An established record of success in fulfilling the responsibilities for teaching and mentoring/advising, professional development, and service to Medaille appropriate to the position(s) held.

Outside candidates appointed to the rank of Clinical Assistant Professor possess:

- a. A minimum of at least a master's degree in an appropriate discipline or, where applicable, current advanced licensure or certification to practice the profession;
- b. Clinical expertise appropriate to the profession;
- c. A strong indication of potential to fulfill the responsibilities for teaching and mentoring/advising, professional activities, and service to Medaille appropriate to the position(s) held.

6. **Clinical Associate Professor.** To hold the rank of Clinical Associate Professor, the candidate shall possess:

- a. A minimum of at least a master's degree in an appropriate discipline or, where applicable, current advanced professional licensure or certification;
- b. Documented satisfactory completion of at least six years at the Clinical Assistant Professor rank;
- c. An established record of success in fulfilling the responsibilities for teaching and mentoring/advising, scholarship and professional development, and service to Medaille appropriate to the position(s) held.

Outside candidates whose initial appointment is to the rank of Clinical Associate Professor shall possess:

- a. A minimum of at least a master's degree in an appropriate discipline or, where applicable, current advanced licensure or certification to practice the profession;
- b. Extensive clinical expertise appropriate to the profession;
- c. A strong indication of potential to fulfill the responsibilities for teaching and mentoring/advising, scholarship and professional development, and service to Medaille appropriate to the position(s) held.
- d. Documented satisfactory completion of at least six years of appropriate successful teaching experience at the Clinical Assistant Professor rank or equivalent.

7. **Clinical Professor.** To hold the rank of Clinical Professor, the candidate shall possess:

- a. A graduate degree in an appropriate discipline;
- b. Except in unusually meritorious cases, six years of appropriate, successful collegiate experience at the rank of Clinical Associate Professor;
- c. Evidence of effective teaching;
- d. Evidence of excellence in fulfilling faculty responsibilities appropriate to position(s) held;
- e. Evidence of scholarship and professional development recognized within and beyond Medaille.

Outside candidates whose initial appointment is to the Professorial rank shall have held the Associate or Professorial rank and normally shall have completed a total of six years of appropriate, successful experience at either or both ranks.

8. **Instructor of the Practice.** To hold the rank of Instructor of the Practice, the candidate shall possess:

- a. A degree appropriate to the field and, where applicable, current licensure or certification to practice in the profession;
- b. Demonstrated competence in clinical practice;
- c. A strong indication of potential to fulfill the responsibilities for teaching and mentoring/advising, professional activities, and service to Medaille appropriate to the position(s) held.

9. **Assistant Professor of the Practice.** To hold the rank of Assistant Professor of the Practice, the candidate shall possess:

- a. A minimum of at least a master's degree in an appropriate discipline or, where applicable, current advanced licensure or certification to practice the profession;
- b. Professional expertise appropriate to the profession;
- c. A strong indication of potential to fulfill the responsibilities for teaching and mentoring/advising, professional activities, and service to Medaille appropriate to the position(s) held.

10. **Associate Professor of the Practice.** To hold the rank of Associate Professor of the Practice, the candidate shall possess:

- a. A minimum of at least a master's degree in an appropriate discipline or, where applicable, current advanced professional licensure or certification;
- b. Continued professional expertise appropriate to the profession;
- c. Documented satisfactory completion of at least six years at the Assistant Professor of the Practice rank;
- d. An established record of success in fulfilling the responsibilities for teaching and mentoring/advising, scholarship and professional development, and service to Medaille appropriate to the position(s) held.

Outside candidates whose initial appointment is to the rank of Associate Professor of the Practice shall possess:

- a. A minimum of at least a master's degree in an appropriate discipline or, where applicable, current advanced licensure or certification to practice the profession;
- b. A strong indication of potential to fulfill the responsibilities for teaching and mentoring/advising, scholarship and professional development, and service to Medaille appropriate to the position(s) held.

- c. Documented satisfactory completion of at least six years of appropriate successful teaching experience at the Clinical Assistant Professor rank or equivalent.

11. **Full Professor of the Practice.** To hold the rank of full Professor of the Practice, the candidate shall possess:

- a. An advanced degree in an appropriate discipline;
- b. Except in unusually meritorious cases, six years of appropriate, successful collegiate experience at the rank of Associate Professor of the Practice;
- c. Evidence of effective teaching;
- d. Evidence of excellence in fulfilling faculty responsibilities appropriate to position(s) held;
- e. Evidence of scholarship and professional development recognized within and beyond Medaille.

Outside candidates whose initial appointment is to the Professorial rank shall have held the Associate or Professorial rank and normally shall have completed a total of six years of appropriate, successful experience at either or both ranks.

12. **Visiting and/or Temporary Faculty.** Medaille may appoint an exceptional individual who possesses superior qualifications by virtue of experience to join the teaching faculty pursuant to a visiting appointment. Temporary replacement faculty members are appointed by the VPAA or the President's designee.

B. Part-Time Faculty

A part-time teaching faculty member is an employee of Medaille who is qualified for appointment and is appointed by the President or the President's designee. Part-time faculty include the following:

1. **Half-Time Faculty – Early Retirement Participants.** To hold the position of half-time faculty, the candidate must qualify under Medaille's Voluntary Early Retirement program and comply with any obligations therein. The faculty member shall carry the rank included in his or her appointment letter.

2. **Half-Time Clinical Assistant Professors and Assistant Professors of the Practice.** Half-time appointments to these ranks may be given when, in the opinion of the VPAA, in consultation and agreement with the President. Such appointment would not be eligible for promotion to Associate or Full and would not be eligible for rolling three-year term appointments.

3. **Adjunct Instructor.** To hold the position of an Adjunct Instructor, a candidate may carry no more than eighteen credit hours per academic year at Medaille. Long-term adjunct faculty members may also be appointed to the rank of Senior Adjunct Instructor.

4. **Administrator with Faculty Rank.** Administrators with faculty rank are those full-time personnel who function in an instructional capacity outside the classroom, or those who perform a combination of faculty, staff, and professional duties, but are not considered

members of the full-time teaching faculty. Administrators with faculty rank are subject to all responsibilities and standards of teaching performance that apply to other full-time faculty and receive the same academic freedom as other faculty members. With regard to the non-academic aspects of their duties, they are governed by the provisions of *Volume V* of the *Medaille College Policy Manual: Personnel Policies for Administrators and Hourly Personnel*.

5. Emeritus Faculty. Emeritus is an honor bestowed by the Board of Trustees based on recommendation from the President. Emeritus shall be appended to the title of one's academic or administrative position (e.g. Chair) after the time of retirement. All full-time faculty members who retire in good standing, held the rank of full professor at the time of retirement, and serves at Medaille for at least ten years preceding their retirement are entitled to apply for Emeritus status. Emeritus status faculty are encouraged to participate in recruitment, public relations, or other volunteer endeavors beneficial to Medaille. The process for application for Emeritus Faculty status is located in Appendix 4.1.1.5.

C. Salary and Benefits

The faculty, through its Faculty Compensation Committee, shall be a participant in discussions with the President and/or the VPAA on matters regarding faculty salaries and benefits. The Faculty Compensation Committee shall recommend guidelines for the compensation of faculty members for overloads and teaching graduate courses. Benefits that pertain to all Medaille employees can be found in *General Institutional Employment Policies/Volume III* of the *Medaille College Policy Manual*. Questions regarding salary or benefits may be made to the Director of Human Resources.

4.3 Faculty Personnel Records

Each faculty member shall have an Official Faculty File housed in the Office of Academic Affairs, which shall contain documents related to appointment, promotion, salary, and separation from employment, and shall be kept in confidence to the extent required by law. The faculty member has absolute right to access his or her own file. Access to the faculty member's files by others shall be limited to those persons authorized to view the records and on a need-to-know basis, and as otherwise required by law. Faculty members shall be furnished with copies of their files upon request to the extent required by law. Further, to the extent required by law, Medaille may permit access to and copying from such files pursuant to lawful requests, and identification, of federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts. To the extent required by law, the faculty member shall be notified in writing prior to access to and copying from their files.

Documents to be found include, but shall not be limited to:

1. All acceptance and appointment agreements;
2. Annual evaluation and periodic performance review materials, including summary data from all student opinion surveys;
3. Official transcripts;

4. A current vita;
5. Access log signed by authorized viewers.

Faculty members are required to keep their records up to date; specifically, information regarding degrees, publications, professional background and accomplishments, addresses, and telephone numbers shall be kept current.

The originator of any document, other than student opinion surveys, to be included in a faculty member's file must sign and date the document. With one exception, a copy of any new material shall be sent to the faculty member by the VPAA or the President's designee at the same time that the item is deposited in the file. This exception occurs when the size, shape, weight, or other physical characteristic of the new material makes it unfeasible or impractical to copy and send the same to the faculty member. In this case, the VPAA or the President's designee shall notify the faculty member in writing of the new deposit in the file. This notice shall contain a brief and concise summary or description of the content or character of such new material. In addition, the new material shall be made available for the faculty member to view in its entirety.

The VPAA or the President's designee shall notify the faculty member concerning the faculty member's right, if desired, to submit a written response, commentary, or other explanation as it pertains to the new material. Upon receipt by the VPAA, the faculty member's written response, commentary, or explanation shall be attached to the original document within the file.

4.4 Faculty Responsibilities

A. Faculty Duties and Responsibilities

Each faculty member is charged with overall performance in the following areas:

1. *Teaching effectiveness*, which shall be demonstrated through the following:
 - a. Fostering a diverse, inclusive and welcoming classroom environment (whether on-ground or on-line);
 - b. Command of the subject matter taught and subject matter expertise;
 - c. Knowledge of current developments in the disciplines taught;
 - d. Connecting the subject matter taught to related areas of knowledge;
 - e. Planning and executing a substantive, well-organized course, including creation and distribution at the beginning of each course of a syllabus that addresses course expectations, the basis of evaluation, and other necessary information;
 - f. Develop and implement course content and curriculum based on student and profession needs;
 - g. Knowledge of current developments in pedagogy, that is, teaching methods and strategies (including both on-ground and on-line);

- h. Use of effective pedagogy;
 - i. Use of feedback from evaluations and reviews to modify pedagogy;
 - j. Display of passion, integrity, and open-mindedness in their approach to work;
 - k. Present content with clarity in multiple ways that inspires active learning and knowledge application;
 - l. Punctuality and effective use of class time;
 - m. Skill in communicating with students;
 - n. Stimulation and broadening of student interest in the subject matter, including inspiring, empowering, and motivating students to learn and lead;
 - o. Challenging and enabling students to go beyond what is required;
 - p. Promptness, fairness, and care in evaluating students' work and overall performance in a course;
 - q. Maintaining updated Curriculum Vitae;
 - r. Demonstrated classroom observations; and
 - s. Continuously review course evaluations and incorporate student comments.
2. *Service to Medaille*, which shall be demonstrated through the following:
- a. Mentoring and academic advising of students;
 - b. Contribution to committees and task forces;
 - c. Play at active role in student recruitment efforts, including prospective student visits on campus, off-campus presentations to prospective students, and attending on campus events;
 - d. Play an active role in student retention efforts, including student outreach, student action plans for improvement, and student engagement with the course, degree program and with the Medaille community at large;
 - e. Work as a willing, collegial, and collaborative partner in and across departments;
 - f. Innovation in programs and coursework;
 - g. Service on faculty committees;
 - h. Serve as ambassadors for Medaille's mission and vision, including contribute to initiatives, goals, and building of community;
 - i. Participation in testing and registration of students based on department and program requirements;
 - j. Attendance at Medaille sponsored events (note, presence at Commencement and Honors Convocation is required);
 - k. Student organization involvement; and

- I. Supporting and collaborating with admissions in the successful recruitment of new students by participating in recruitment events as directed by the Department Chair, VPAA, or the President.
3. *Scholarship and Professional Development*, which shall be demonstrated through the following:
 - a. Continuously seeking and apply new, relevant information and ideas;
 - b. Seeking or awarding of terminal degree;
 - c. Certifications;
 - d. Presenting at or attending conferences;
 - e. Invited talks with both internal and external audiences;
 - f. Association involvement;
 - g. Research; and
 - h. Publications.

* *Scholarship and Professional Development* does not apply to Clinical Instructors or Clinical Assistant Professors.

4. *Continuous improvement*, which shall be demonstrated through the following:
 - a. Reflecting on student progress;
 - b. Establishing an improvement plan, as needed;
 - c. Incorporating the newest content knowledge in the field;
 - d. Taking an active role in professional development, including creating performance and program goals;
 - e. Implement and analyzing effectiveness of innovative methods or technologies;
 - f. Connecting course or program changes to outcome measures and assessment data; and
 - g. Assessing identified performance goals from previous annual performance review meetings.
5. *Student focus*, which shall be demonstrated through the following:
 - a. Set clear expectations and hold students to high academic standards;
 - b. Creation of a syllabus that clearly describes intended learning outcomes, grade calculation method, attendance expectations, and other class policies;
 - c. Continuously evaluate student outcomes and course effectiveness;
 - d. Regularly evaluate goals to assure they are meeting student needs;
 - e. Use of the campus' learning management system (LMS); e.g., BlackBoard;

- f. Submitting attendance and academic warnings through the academic monitoring system; i.e., Medallion;
- g. Posting grades within the deadlines set by the VPAA in consultation with Faculty Council;
- h. Holding (on campus) office hours for at least two hours per week per course taught, and promptly responding to student inquiries on an as-needed basis outside of office hours;
- i. Being available for students, ensuring open lines of communications with each student, and meeting individual students where they are;
- j. Demonstrating availability and willingness to participate in student meetings or conferences;
- k. Being responsive to student inquiries;
- l. Being mindful for the student experience and needs;
- m. Proactively identify students who need additional attention or support; and
- n. Find creative solutions to address students' challenges.

Within the framework of the requirements set forth by the New York State Education Department and appropriate accrediting bodies, and in conjunction with Medaille's administration, the faculty shall determine the academic requirements for the degrees offered and when such requirements have been met.

B. *Instructional Workload*

The VPAA or program directors assign individual teaching loads in collaboration with the college/schools and individual faculty. Workload volume is intended to take into account the vast range of disciplines and courses that are taught at Medaille. The traditional workload responsibility for full-time faculty is 30 credit hours of teaching across an academic year. For ten-month appointments, full-time is considered 24 credit hours of teaching across an academic year. All efforts to maintain a reasonable faculty workload should be enforced across disciplines in order to ensure student-focused quality instruction. Other considerations, such as the effort required for maintaining a high quality of instruction as class sizes increase, number of contact hours with students, number of preparations, licensing and accreditation constraints, ease of student assessment, mentoring, and other Medaille-related duties will also be part of the consideration for developing workload requirements for individual faculty. Medaille recognizes that workloads will vary across and within the college/schools and, in fact, the assumption is that individual faculty may have different teaching responsibilities at Medaille. Any modification or variance from the traditional full-time workload must be approved by the VPPA, including, but not limited to, release time.

Faculty members must meet all classes as scheduled by Medaille or make arrangements approved in advance by Department Chairs for limited replacement. Faculty members who cannot attend an assigned class shall notify their students and Department Chair as soon as

possible, and preferably in advance. Faculty members are asked to notify the Department Administrative Assistant or Chair immediately whenever unable to teach because of illness.

4.5 Discipline, Termination, and Layoffs

A. *Discipline and Termination*

A faculty member may only be terminated from Medaille in accordance with his or her employment agreement. Tenured faculty shall also be covered by employment agreements, which shall recite the procedure and reasons for termination. Prior to being disciplined and/or terminated by Medaille, a faculty member has the right to contest such discipline or termination as outlined in his or her employment agreement. Dismissal shall not be used to restrain a faculty member's academic freedom.

B. *Layoffs*

Layoff is an action by which Medaille terminates the services of a ranked faculty member before or at the expiration of the ranked faculty member's appointment, without prejudice as to the ranked faculty member's performance. Layoff of a faculty member may occur as a result of a discontinuance of an academic program, decline in enrollment, financial exigency, loss in funding or grant(s), or other situation deemed necessary by Medaille.

Prior to any layoff of faculty members, the VPAA or the President's designee shall consult with the Faculty Council regarding the reasons for the layoff and other potential solutions to avoid any layoffs, including, but not limited to, change course-loads, transfer to another department or academic program, or early retirement offerings. The ultimate decision to move forward with any layoff remains with the President. To the extent that a faculty member is subject to a layoff, the faculty member shall remain eligible for rehire by Medaille.

4.6 Professional Development and Ethics

A. *Professional Faculty Development*

Professional faculty development is defined as the activities that enhance ongoing and collegial career growth. Medaille is committed to establishing and maintaining an environment that fosters this professional development of the faculty member, focusing on the faculty member as a teacher, a scholar, a professional, and as an actively engaged citizen of the community.

The development of professional excellence by the faculty member is beneficial to the faculty member, the students, and Medaille. Within this definition of professional development, the faculty member is encouraged to continue to develop teaching and learning, to contribute to one's profession, and to collaborate, in the spirit of collegiality, with other faculty members and the community.

Through the Faculty Development Committee, the faculty and Medaille provide funds and other resources, including course release time, for travel, scholarship, professional activities, and the preparation for promotion.

Faculty development, therefore, involves the acquisition of knowledge and/or the development of skills related to the faculty member's professional responsibilities to Medaille College.

B. *Sabbatical Leave*

Faculty members who have been awarded tenure prior to the 2020-2021 academic year may request a sabbatical leave, which is a leave of absence designed to provide the opportunity for continued professional development and new or renewed intellectual achievement through academically-oriented study, research, writing, creative projects, or travel. Sabbatical leave may be granted only once every seven (7) years. Applicants for sabbatical leave must provide evidence to the VPAA that the sabbatical leave will provide ongoing professional development and/or opportunities for scholarship, as well as any other information deemed necessary by the VPAA. The VPAA shall review the faculty member's request, along with Medaille's resources required to replace the faculty member for the sabbatical period in question, and shall make a recommendation to the President. The President shall make the final decision regarding sabbatical leave, and such decision is not appealable.

A faculty member taking a sabbatical leave has an obligation to return to employment with Medaille for a period of not less than one calendar year immediately following the expiration of the faculty member's sabbatical leave, unless other arrangements are mutually agreed upon, and must follow all the terms and conditions as set forth by Medaille in the sabbatical leave agreement. If the faculty member follows all of the terms and conditions in the sabbatical leave agreement, the faculty member shall be returned to the same position, rank, tenure, and seniority.

C. *The Dr. Brian R. Shero Teaching Excellence and Campus Leadership Award*

Medaille College recognizes the importance of faculty members who contribute excellent service to Medaille, as well as to its students, and rewards faculty members who make such contributions. The policies and processes that govern the Dr. Brian R. Shero Teaching Excellence and Campus Leadership Award are contained in Appendix 4.9.3.

D. *Professional Conferences and Meetings*

Medaille urges its faculty to hold membership in appropriate professional societies. Medaille shall give full reimbursement in accordance with its travel policy to faculty members who:

1. Represent Medaille officially at the explicit request of the President or the VPAA;
2. Are assigned by the President or the VPAA to attend a professional meeting, convocation, seminar, or general meeting outside Medaille.

Full-time faculty members who attend or participate in regularly scheduled meetings of appropriate professional societies and associations may request full or partial reimbursement for projected expenses. To receive reimbursements, the faculty member shall furnish the business office with receipts. Further information can be found in Appendix 4.9.4, the guidelines for the Faculty Development Committee.

E. Plagiarism

Plagiarism is not limited to the academic community, but also includes taking over the ideas, methods, or written words of another individual, including those of students, without acknowledgement and with the intention that they be taken as the work of the deceiver. Plagiarizing the work of another, particularly the work of one's students, is the antithesis of the honest labor that characterizes true scholarship and without which mutual trust and respect among scholars is impossible.

Accordingly, every faculty member scrupulously should recognize all intellectual debts, be they in the form of ideas, methods, or expressions, by means of an appropriate form of communication and acknowledgment. Any discovery of suspected plagiarism shall be reported to the appropriate Department Chair or academic unit head and College or School Dean, who will bring the matter to the attention of the affected parties, the VPAA, and, as appropriate, to the community at large – typically through reviews in or communications to relevant scholarly journals.

Scholars must make clear the respective contributions of colleagues on a collaborative project, and professors who have the guidance of students as part of their responsibility must exercise the greatest care not to appropriate a student's ideas, research, or presentation to the professor's benefit; to do so is an abuse of power and trust.

F. Discrimination and Harassment

Faculty members affirm that sexual and any other form of discrimination or harassment are unacceptable and shall not be tolerated. Faculty, like other members of the Medaille community, are subject to the Institutional Policy on Discrimination and Harassment included in the *Campus Community Policies/Volume II*; as well as the policies contained in the *General Institutional Employment Policies/Volume III* of the *Medaille College Policy Manual*.

4.7 Outside Activities

A. Outside Employment

Faculty are encouraged to participate in professional activities that contribute toward satisfactory annual and periodic reviews, and Medaille recognizes the value to Medaille when a faculty member elects to be recognized as an employee of Medaille while participating in these activities. It is expected that such activities, including outside employment, will not interfere with the faculty member's rights and responsibilities and will not constitute a conflict of interest. The first responsibility of full-time faculty members is to their responsibilities and duties at Medaille. Except for visiting appointments while on leave from Medaille, faculty members may not hold full-time appointments at other institutions of higher learning. Any other outside, substantially full-time employment must be approved by the President, in consultation with the VPAA and must be an aspect of the faculty member's scholarship; e.g., a mental health counseling faculty member employed as a mental health counselor. Outside employment cannot interfere with, or involve a substantial amount of time away from, the timely performance or completion of the faculty member's duties and responsibilities.

B. Political Activities

Faculty members, as citizens, are free to engage in voluntary political activities. Any member of the faculty who wishes to engage in voluntary political activities (e.g., running for political office, managing a campaign, directing group action on behalf of a political candidate or issue) that will involve a substantial amount of time away from the performance of College responsibilities is expected to work out a mutual agreement for leave of absence with the VPAA before undertaking such activity. The terms of such leave of absence shall be set forth in writing. Paid political work is subject to the conditions of 4.7(A) (Outside Employment).

4.8 Faculty and Academic Governance

Medaille College, its Board of Trustees, administration, and faculty are committed to a model of shared governance in higher education. In light with that model, an outline of faculty committees is included in Appendix 4.8.

4.9 Revision Procedures

Prospective changes to the current Faculty Handbook may be proposed by the Board of Trustees, by the President, or by the Faculty Council.

1. Any prospective changes to the Faculty Handbook proposed by the President or the Faculty Council shall be submitted to the other parties for review and recommendation. The receiving party shall have fifteen (15) calendar days to respond to the proposed changes.
2. If the receiving party is not in agreement regarding some or all of the proposed changes, the President and the Faculty Council shall open a dialogue concerning those proposed changes. The Faculty Council and President shall thereafter have fifteen (15) calendar days to attempt to resolve the dispute.
3. The President shall thereafter present the proposed changes, along with his or her recommendations, to the Board of Trustees to vote to approve or disapprove, in whole or in part. Any changes approved by the Board of Trustees will become final and binding within five (5) days of the Board's affirmative vote.
4. When the President, after consultation with the Faculty Council, determines that due to natural disasters, acts of God, declared states of emergency or other emergency situations it would be detrimental to the best interests of Medaille as a whole to follow the provisions set forth herein, he or she shall petition the Chair of the Board of Trustees to suspend the provisions of the Faculty Handbook. Such suspension shall continue only so long as necessary to respond to the emergency situation, but in no case no more than six (6) months. The Board of Trustees or the Executive Committee as its agent may accept or reject such a petition. The President shall communicate the decision of the Board of Trustees to the Faculty Council and the Faculty Assembly.

If any provision of the Faculty Handbook, as it pertains to faculty policy and procedures, is in conflict with federal, State, or local law, or is otherwise illegal, the remainder of the Faculty Handbook shall not be affected.

APPENDICES

NOTE: Appendices to the Faculty Handbook are informational in nature and, as such, are neither incorporated into appointment agreements nor subject to the Faculty Handbook revision process set forth above.