

1.0 The Mission, Objectives, and Governance Structure of Providence College

1.1 Mission Statement of Providence College

Providence College is a Catholic, Dominican, liberal arts institution of higher education and a community committed to academic excellence in pursuit of the truth, growth in virtue, and service of God and neighbor.

History

Providence College was founded in 1917 by the Dominican Friars at the invitation of Bishop Harkins to provide a Catholic education in the arts and sciences.

Faith and Reason

Providence College is confident in the appeal of reason, believes that human beings are disposed to know the truth, and trusts in the power of grace to enlighten minds, open hearts, and transform lives. Providence College maintains that the pursuit of truth has intrinsic value, that faith and reason are compatible and complementary means to its discovery, and that the search for truth is the basis for dialogue with others and critical engagement with the world.

Academic Excellence

Providence College is committed to academic excellence, and holds itself to the highest standards in teaching, learning, and scholarship. Its core curriculum addresses key questions of human existence, including life's meaning and purpose, and stresses the importance of moral and ethical reasoning, aesthetic appreciation, and understanding the natural world, other cultures, and diverse traditions. Providence College honors academic freedom, promotes critical thinking and engaged learning, and encourages a pedagogy of disputed questions.

Community and Diversity

Providence College seeks to reflect the rich diversity of the human family. Following the example of St. Dominic, who extended a loving embrace to all, it welcomes qualified men and women of every background and affirms the God-given dignity, freedom, and equality of each person. Providence College promotes the common good, the human flourishing of each member of the campus community, and service of neighbors near and far.

Veritas and Providence

Providence College brings the eight-hundred-year-old Dominican ideal of *veritas* to the issues and challenges of today. It seeks to share the fruits of contemplation in an increasingly global and diverse society, and to praise and bless all that is good and vital in human endeavors. Providence College supports the Dominican mission of preaching the gospel of Jesus Christ to a new generation of students and helping them discover God's providence in their lives.

1.2 The Statement of the Objectives of the College

The official Statement of the Objectives of Providence College, as approved by the Board of Trustees, develops the concept of the College's mission in greater detail. The educational objective of Providence College embraces the whole person: the intellectual, spiritual, moral, aesthetic, social, and physical development of each student.

The liberal education which the College offers is characterized by academic excellence through quality teaching and scholarship; the integration of the study of the individuals, ideas, and cultures that have shaped the contemporary world in a common liberal arts core curriculum; and rigorous attention to the humanities, the sciences, the social sciences, the visual and performing arts, and the exploration of new technologies.

38 Such a learning experience also promotes the development of skills that stand the test of time in any professional or
39 civic setting: the ability to reason well, to examine sources critically, to reconcile opposing points of view, to seek and
40 respect the truth, to appreciate beauty and human expression, and to write and speak effectively.

41 Members of the faculty are men and women who possess the highest academic and teaching credentials and who
42 display an uncommon commitment to serve students, inside and outside the classroom. They will strive to instill in
43 students a love of learning and a desire to expand their learning through such possibilities as independent research,
44 study abroad, internships, and fine arts performances.

45 Providence College seeks to accomplish these goals within the atmosphere provided by the unique Catholic intellectual
46 and spiritual tradition of the Dominican Order, which spans nearly eight centuries. Welcoming qualified men and
47 women students of all religious and ethnic backgrounds, the College promotes the pursuit of sound scholarship and the
48 principles of the Judeo-Christian heritage.

49 In this spirit, the College encourages students to explore the philosophical, theological, spiritual, and moral
50 implications of the academic issues they address and the social problems they ponder. Because the College recognizes
51 that the unity of the human family stems from the Creator, it strives to fashion a community which both affirms the
52 dignity, freedom, and equality of each person and recognizes and celebrates human differences.

53 The College also urges the members of its community to engage in service projects or volunteer efforts designed to
54 meet the needs of the less fortunate or disadvantaged who live beyond the confines of our campus. The College has
55 facilitated these efforts by forging a number of partnerships with local churches, corporations, schools, and community
56 agencies.

57 The goal of a Providence College liberal education is to prepare its graduates to possess general and disciplinary
58 knowledge, an understanding of the importance of community, a respect for the religious traditions they have inherited,
59 and an awareness of the role of faith in the acquisition of knowledge, the growth of personal self-identity, and the
60 development of ethics and values informed by the teachings of Catholicism and the Dominican Order.

61 **1.3 The Corporation and the Board of Trustees**

62 Providence College's governance structure is a two-tier system comprised of the Corporation of Providence College
63 ("Corporation") and the Board of Trustees of Providence College ("Board"). The Corporation acts under a charter
64 approved by the General Assembly of the State of Rhode Island in 1917 and with by-laws amended June 30, 1992 (see
65 *Policy and Informational Documents for the Faculty of Providence College*). The Corporation has complete legal
66 responsibility for the College and has powers vested in it to control the ownership of assets, to authorize the execution
67 of College contracts, to elect and remove Corporation and Board members with certain exceptions, to accept or reject
68 the Board's recommendations for election to the College's Presidency, and to adopt and amend its by-laws. The
69 Corporation consists of twelve members, which include the Roman Catholic bishop of the Diocese of Providence, the
70 president of the College, the provincial of the Province of St. Joseph, Order of Preachers, four Dominican Friars elected
71 by the Corporation, and four lay persons elected by the Corporation.

72 The Board is charged with the governance of the affairs of the College not otherwise reserved to the Corporation.

73 Board members serve a fiduciary role and number from 25 to 35, including the members of the Corporation and the
74 treasurer of the College, who serve *ex officio*. There are currently twelve standing committees of the Board, of which
75 one, the Academic Affairs Committee, has two faculty representatives elected by the Faculty Senate.

76 This **12th** edition of the Faculty Handbook of Providence College is the official statement of the policies of the College
77 governing faculty status, rights and benefits, and professional responsibilities. Members of the faculty shall give
78 particular attention to the sections dealing with the Mission Statement, the Statement of the Objectives of the College,
79 and the Professional Responsibilities of the faculty, since the acceptance of these sections is included in the acceptance
80 of contracts for teaching services issued by Providence College. This edition supersedes all previous editions,
81 supplements, and all acts and amendments related thereto approved by the Board of Trustees of Providence College

82 since May 24, 1971. This edition will be reviewed and amended as needed to reflect approved changes in content.
83 General reviews will be scheduled in conjunction with the College's decennial self-study.

84 Publication date: October 2018; Updated as needed.

85 Please refer questions to:

86 Thomas Smith at provost@providence.edu

87 Tatevik Martirosyan at tmartiro@providence.edu or 401.865.2195

88 **Publication Home**

89 **Foreword**

90 This twelfth edition of the Faculty Handbook of Providence College is the official statement of the policies of the
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101 **2.0 Organization of the Faculty**

102 **2.1 The Faculty**

103 The faculty consists of the Ordinary Faculty, the Term Faculty, the emeriti, the president, the executive vice president,
104 and the provost.

105 **2.1.1 Ordinary Faculty**

- 106 a. **Academic Faculty.** Personnel who hold one of the following academic ranks: Professor, Associate Professor,
107 Assistant Professor, Instructor.
- 108 b. **Professional Personnel.** Personnel who are employed in the library whose academic titles have been
109 explicitly recognized in their contracts with Providence College as being equivalent to one of the above
110 academic ranks. As it pertains to professional personnel, subsequent references in this *Faculty Handbook* to
111 "the department chair" shall mean the director in a professional area, and subsequent references to "members
112 of the department" shall mean professional personnel holding faculty status within that professional area.
- 113 c. **Status, Rank, and Departmental Appointments and/or Assignments.**
114 Members of the Ordinary Faculty enjoy the status, rights, benefits, and services and bear the professional
115 responsibilities as set forth in this *Faculty Handbook* and online at:
116 <https://friarsprovidence.sharepoint.com/academic-affairs>
117

118 The title given to members of the Ordinary Faculty shall include the department to which the member is
119 appointed, e.g., Assistant Professor of English or Associate Professor of History. However, an appointment
120 may be in more than one area, if the faculty member qualifies for one of the categories defined below.

121 1. **Associated Faculty** Courtesy appointments may be established by two departments and/or a
122 department and program with approval of the school dean(s). A department or program may invite
123 a member of the Providence College faculty to become an associated professor. The appointment is
124 then negotiated between the home and affiliated department/program chairperson/director in
125 consultation with the school dean(s). Upon approval of the provost, the appointment is established
126 for three (3) years and is reviewed for potential renewal by the school dean at that time. A faculty
127 member holding a courtesy appointment retains the same faculty rank in their associated
128 department as they do in their home department, and they may list this affiliation in appropriate
129 professional contexts, including external grants (e.g., Assistant Professor of Psychology and
130 Neuroscience). Courtesy appointments do not confer voting rights on cases of tenure and promotion
131 for the associated faculty member in the non-home department. All decisions for academic rank
132 and tenure remain in the home department in accordance with established departmental and
133 college-wide procedures.

134 2. **Jointly-appointed Faculty** Joint appointments are established by two (2) academic units, which
135 can be either departments or a department and program. Both the Development of Western
136 Civilization and Honors programs at Providence College operate uniquely and are not eligible to
137 serve as programs as part of a joint appointment. Faculty who are currently under joint
138 appointment, before this legislation is passed, have the opportunity to opt in and draft a
139 *memorandum of agreement*. One of those two academic units will be designated as the primary
140 (normally but not necessarily the faculty member's home department), and the other secondary. In
141 cases in which joint appointments are made between a department and a program, the program
142 must be the secondary unit. The establishment of a joint appointment will be determined by the
143 primary and secondary units in consultation with the appropriate school dean(s) and the approval of
144 the provost. At the time the offer of a joint appointment is made, the chairs/directors/deans will
145 develop a memorandum of agreement that will detail the jointly-appointed faculty member's
146 privileges and duties within each academic unit. In cases involving new faculty searches, a
147 proposed memorandum of agreement, to be finalized at the time of the appointment, will be
148 required as a portion of the initial request for the new/replacement tenure-track position. The
149 memorandum of agreement must indicate:

- 150 1. Which unit is primary and which is secondary.
- 151 2. The proportion of teaching and advising duties assigned to each unit.
- 152 3. The proportion of service duties assigned to each unit.
- 153 4. Voting rights within each academic unit.
- 154 5. Which procedures for rank and tenure apply, those of the primary unit or modified
155 procedures as described in [Section 3.3.5.1](#)
- 156 6. Which members of the primary and secondary unit are considered eligible deliberators
157 in cases of rank and tenure.
 - 158 a. Only faculty who would be enfranchised deliberators on a traditional tenure
159 and promotion vote within their academic department are eligible to be
160 deliberators in the case of joint appointment as detailed in Section 3.4.4.1
161 and/or Section 3.5.4.1.
- 162 7. The length of the joint appointment is subject to review during the third-year review
163 for a probationary faculty member or at other agreed-upon times for a tenured faculty
164 member.

165 The chair of the primary unit is responsible for (a) monitoring the jointly-appointed faculty
166 member's workload to ensure it does not exceed that of a faculty member assigned to a single unit;
167 (b) overseeing the evaluation process for tenure and promotion at all ranks for the jointly-appointed
168 faculty member; (c) ensuring that the contributions in the areas of teaching, scholarship, and service

169 for both academic units are recognized; and (d) ensuring that tenure and promotion procedures as
170 described in Section 3.4.4.1 are adhered to.

171 2.1.2 Term Faculty

172 Personnel holding one of the below-designated ranks are appointed for specific limited terms (one semester, one year,
173 three years, etc.) to fill a specific need. The appointments of personnel engaged as Term Faculty shall be made by the
174 provost upon the recommendation of the school dean.

175 Status, rank, departmental appointment(s) and/or assignment(s), and term of contract shall be specifically stated in the
176 faculty member's contract. Contract renewal is not automatic.

177 The tenure provisions applicable to members of the Ordinary Faculty are specifically excluded from this category.
178 Written notification of contract renewal at the expiration of the term contract must come from the provost.

- 179 a. **Visiting Faculty.** Visiting Faculty serve as replacement for ordinary faculty who are temporarily unable to
180 fulfill their teaching duties (e.g. sabbatical, medical leave, etc.). As replacements, Visiting Faculty will have
181 the full-time load consistent with the normal load of ordinary faculty of nine (9) credit hours per semester. A
182 decrease in this load may be negotiated in consultation with the department chairperson and the appropriate
183 school dean. Visiting Faculty hold a full-time term appointment associated with an academic department in
184 one of the following ranks: Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, and
185 Visiting Professor. The assignment of rank shall be made by the provost in consultation with the Committee
186 on Academic Rank and Tenure (CART). Visiting Faculty shall possess academic qualifications that would
187 otherwise admit them to the corresponding rank in the Ordinary Faculty. No member of the Visiting Faculty
188 shall serve as such for more than two (2) years total service. Visiting Faculty whose initial appointment to
189 Providence College as Visiting Faculty was prior to June 30th, 2022, remain under the previous terms of the
190 Visiting Faculty, with a teaching load of twelve (12) credit hours per semester, and may serve no more than
191 six (6) years.
- 192 b. **Renewable Contingent Faculty (RCF).** Renewable Contingent Faculty are full-time faculty who are
193 not Ordinary Faculty, but who have specialized training, knowledge, skills, competencies, and experience in
194 a particular field relevant to a departmental or programmatic need. RCFs must have an advanced degree, and
195 significant professional/academic experience in their respective discipline as determined to be appropriate
196 by the departmental faculty and the relevant school dean. RCFs may constitute no more than 25% of the
197 faculty of any department and no more than 15% of the total faculty of Providence College. For the purposes
198 of the calculation of RCF within a department, jointly-appointed faculty will be included only in their
199 primary department and calculated values will be rounded to the nearest whole number, utilizing the
200 traditional rule of five (5). The Office of Academic Affairs shall provide to the Faculty Senate president the
201 number of RCFs appointed in each department, school, and the college, and the percentage of departmental,
202 school, and college faculty that the numbers represent. Department chairs shall be provided this data for their
203 department, the school in which they are housed, and the college. Data are to be provided by October 31 each
204 year. RCFs are eligible for promotion as described in [Section 3.3.5.2](#).

205 The administration will not substitute an RCF position in place of a department or program's request for a
206 tenure-track faculty position. All proposals to create an RCF position will originate as a department
207 program's request for such a position in preference to a request for a tenure-track faculty position. RCFs will
208 not occupy tenure-track positions, nor may they be used to replace existing tenure-track faculty lines. RCFs
209 are primarily engaged in teaching with a normal full-time load of twelve (12) credit hours per semester.
210 Reductions in load may be implemented when deemed appropriate by the school dean in consultation with
211 the provost. RCFs are not expected to be significantly involved in scholarship and research with a view to
212 publication; however, they may be required to engage in qualification maintenance activities mandated by the
213 accreditation standards of their school (e.g. Providence College School of Business and Association to
214 Advance Collegiate Schools of Business). RCFs will also be required to maintain active involvement in their
215 profession as it relates to their teaching. RCFs are not eligible for sabbatical leaves, and may not serve as
216 department chairs, are non-voting members of their department with respect to tenure and promotion and are

217 ineligible to serve on the Faculty Senate. RCFs may be expected to be engaged in student advising and in
218 service, as appropriate, to the College, school, department, community, program, and/or
219 professional discipline as determined by the department chair in consultation with the school dean. Though
220 RCFs are assigned to departments, a portion of their teaching assignment may be designated to a
221 program. That designation is to be determined at the time of the appointment in consultation with
222 the department chairperson, program director, appropriate school dean, and provost.

223 Appointments in this category are for one year and are renewable, pending review by the department chair,
224 program director when applicable, and the dean of the appropriate school, of teaching effectiveness and
225 departmental/program needs. After six successive one-year contracts, each additional contract must be
226 approved by CART and will be for a term of three (3) years. In making its decision, CART will use
227 guidelines provided by each school previously approved by CART. A decision on renewal or non-renewal of
228 a subsequent contract must be communicated to the faculty member no later than February 1st of the final
229 academic year of their term of service.

230 Recognizing the diversity of fields in which RCFs are drawn, several different titles may be
231 deemed appropriate across the college. Departments, in consultation with the school dean, may
232 determine which of these titles is most appropriate for an RCF serving in their department.

- 233 1. (Assistant, Senior, Principle) Professor of Practice
- 234 2. (Assistant, Senior, Principle) Clinical Professor
- 235 3. (Assistant, Senior, Principle) Instructional Professor

236
237 Initial appointment of RCF will be at the Assistant rank.

238
239 Faculty appointed as practitioner faculty prior to July 1, 2022, will remain so until the time of reappointment,
240 at which time their title will be updated in accordance with the section on RCF of this *Faculty Handbook* and
241 their years of service as a practitioner faculty will be credited.

242 c. **Embedded Contingent Faculty (ECF).** Embedded Contingent Faculty are full-time faculty who are not
243 members of the Ordinary Faculty and are not eligible for promotion, but who have specialized training,
244 knowledge, skills, competencies, and experience in a particular field relevant to a departmental or
245 programmatic need. Though ECF are assigned to departments, they are embedded in community
246 organizations (e.g. hospitals) that serve as the point of contact with Providence College students. The entirety
247 of ECF teaching load takes place in the off-campus site and they are not eligible to be assigned to traditional
248 on-campus courses. ECF must have an advanced degree and significant professional/academic experience in
249 their discipline as determined by the departmental faculty and the relevant school dean. ECF are engaged in
250 teaching with a normal full-time load of nine (9) credit hours. Credit hour determination for non-traditional
251 off-campus courses may differ by discipline and must be defined in this *Faculty Handbook*. ECF are not
252 expected to be significantly involved in scholarship and research for publication; however, they may be
253 required to engage in qualification maintenance activities such as those that the faculty need to maintain
254 professional licensure, including continuing education and other professional development and those
255 mandated by the accreditation standards of their school. ECF will also be required to maintain active
256 involvement in their profession as it relates to their teaching. ECF are not eligible for sabbatical leaves, may
257 not serve as department chairs, are non-voting members of their department with respect to tenure and
258 promotion, and are ineligible to serve on the Faculty Senate. ECF may be expected to be engaged in student
259 advising and in service, as appropriate, to the College, school, department, community, program, and/or
260 professional discipline as determined by the department chair in consultation with the school dean.
261 Appointments in this category are for one year and are renewable, pending review of teaching effectiveness
262 and departmental needs by the department chair, program director when applicable, and the dean of the
263 appropriate school. Recognizing the diversity of fields from which ECF are drawn, different academic titles
264 may be deemed appropriate across the College. Departments, in consultation with the school dean, may
265 determine which of these titles is most appropriate for ECF serving in their department.

266
267 Embedded Assistant Professor of Practice

- 268 1. Embedded Assistant Clinical Professor
269 Credit Hour Calculation
270 1. School of Nursing and Health Sciences
- 271 a. three (3) clinical hours = one (1) workload credit
272 b. nine (9) clinical hours = three (3) workload credits
273 ECF faculty typical teaching load = 3 (9 hours total) clinical sections per semester.
- 274 a. **Special Faculty.**
275 1. **Scholar-in-Residence.** One who, while holding professorial rank at another institution, temporarily
276 serves as a member of the faculty at Providence College.
277 2. **Research Associate.** One who serves the College primarily in the capacity of a researcher within
278 an academic department of the College.
279 3. **Adjunct.** One who serves the College in an academic department on a part-time, course-by-course
280 basis. Adjuncts must possess the following requirements:
281 1. Possession of at least a Master's degree or its equivalent in the academic discipline in
282 which the rank is to be held.
- 283 2. Evidence of those qualities of character and personality generally recognized in the
284 academic profession as appropriate to a teacher, advisor, and director of students.

285 2.1.3 Emeriti

286 Those who are separated from the Ordinary Faculty by reason of retirement or resignation may be reappointed to the
287 faculty as Emeriti. A candidate for Emeritus must be nominated, normally within three years of the candidate's
288 retirement or resignation, by another member of the College's Ordinary Faculty, who provides to the relevant
289 department chair both a letter of nomination and a *curriculum vitae* of the candidate. The department chair shall present
290 these materials to the tenured members of the department for discussion and deliberation. The department chair, or
291 chair's designee, shall write a deliberation report, and secure approval of it by those tenured members who attended the
292 discussion and deliberation. The department chair shall then forward the letter of nomination, the candidate's
293 *curriculum vitae*, and the department's deliberation report to the College president.

294 The normal criteria for Emeritus status shall be:

- 295 a. the rank of Professor;
296 b. at least 10 years of teaching or administration at the College;
297 c. and a career of distinguished achievement in teaching, scholarship, and service, as described in [Section 3.4.2](#).
298

299 Those holding Emeritus status are not members of the Ordinary Faculty. They are, however, entitled to all benefits
300 afforded retired Ordinary Faculty without Emeritus status plus additional benefits such as remote access to the library's
301 electronic resources, interlibrary loan, and access to the emeriti office suite.

302 2.2 Department Status of Faculty

303 2.2.1 Faculty Voting Rights

304 The faculty are organized according to the department and program structure described in the *Undergraduate Catalog*.
305 Faculty hold voting rights, where applicable, in the department(s) to which they are appointed or assigned.

306 2.2.2 Faculty Administrator Voting Rights

307 Faculty members who hold administrative positions, i.e., administrative officers, assistant administrative officers, and
308 administrative staff, hold full status within their department and are entitled to vote in regard to the academic affairs of
309 their department provided that they have taught at least three (3) semester hours in that department in each of the four
310 (4) prior semesters (excluding the School of Continuing Education) or have held a research assignment for the same
311 period and provided that they are otherwise qualified to vote. Faculty members serving as department chairs are eligible
312 deliberators in all matters of tenure and promotion (except for their own and in cases described in Appendix N)
313 regardless of rank.

314 **2.2.3 Faculty Voting Rights While On Leave**

315 All faculty members who are on approved leave of absence or on approved sabbatical leave, but who do not hold such
316 administrative positions, are entitled to vote and to be informed of the academic affairs of their department, provided
317 they are otherwise qualified to vote and provided such leaves have not exceeded 24 months at the time of the vote.

318 **2.3 The Faculty Senate**

319 The Faculty Senate of Providence College is an elective assembly representing the faculty in the process of determining
320 academic policy. Under the authority granted to it by the Corporation of Providence College on November 9, 1967, this
321 body has the authority to initiate, revise, and regulate organization of the faculty educational policies of the College. Its
322 legislative decisions are, however, subject to approval by the president. The constitution and by-laws of the Faculty
323 Senate are set forth in the *Policy and Informational Documents for the Faculty of Providence College*.

324 If the president exercises his option to disapprove or veto legislation recommended by the Senate, that body may, by a
325 two-thirds vote, appeal to the Board of Trustees, whose decision is final.

326 **2.4 Academic Governance**

327 The College consists of academic departments, programs, and schools. A department is an academic organization
328 which has its own Ordinary Faculty, has its own major or graduate degree, and offers courses of studies leading to that
329 academic major or graduate degree. Departments are administered by department chairs; where schools are established,
330 they are directed by academic deans who supervise department chairs and program directors in their schools and also
331 advise the provost on policy questions. Schools may offer courses and courses of study. The process of assigning
332 instructors to undergraduate day school courses offered by a school and managing workload for those instructors
333 happens in consultation with the faculty member's department chair, program director, or direct supervisor. Deans of
334 schools report directly to the provost.

335 **2.4.1 Election of Chair**

- 336 a. **Term and Election.** Each department has a chair who is elected by the duly qualified electors of the
337 department for a term of three years. Elections shall be held at a department meeting by secret ballot.
338 Absentee ballots are permitted in the election of the chair. The number of votes necessary for any eligible
339 faculty member to be elected as chair shall be a majority of the eligible electors.
- 340 b. **Role of the School Dean.** All such elections are subject to the approval of the school dean, who makes the
341 official appointment in consultation with the provost. The school dean will respond to the department
342 recommendation by February 1. In the event the school dean does not accept the department's
343 recommendation, the department may ask for a reconsideration of the school dean's decision by written
344 response no later than March 1. Upon departmental request for reconsideration, the school dean will respond
345 to and, if requested by the department, meet with the department no later than April 15. The school dean, by
346 virtue of their appointive power, will make an administrative appointment no later than June 1.
- 347 c. **Time of Election.** The election of the department chair shall be held prior to December 15 of the academic
348 year preceding that in which the newly elected chair's term begins.

- 349 d. **Eligibility for Election.** To be eligible for election as department chair, candidates must be tenured members
350 of the Ordinary Faculty, and must be appointed in or assigned to the department in which they seek election
351 in at least the rank of Assistant Professor. Candidates must also have served a minimum of four (4) years at
352 Providence College unless otherwise authorized by the provost.
- 353 e. **Electors.** Electors for department chair are members of the Ordinary Faculty holding appointment in or
354 assignment to the department, and who have completed at least two (2) consecutive semesters on the
355 Providence College faculty immediately prior to the election.

356 2.4.2 Powers and Duties of Department Chair

- 357 a. The chair is the administrator of the affairs of the department and presides at all department meetings. The
358 chair shall have the authority to appoint a member of the department to serve whenever the chair is unable to
359 attend to the duties of the chair. In the event of the absence of such an appointee, the senior member in terms
360 of service at the College shall act as chair. If the chair is unable to fulfill the duties of the office for a period
361 exceeding 30 days, the provost shall authorize the department to elect a chair, *pro tempore*. As administrator
362 of the department, the chair reports regularly to the school's dean, where appropriate, or to the provost on the
363 state of the department, its programs, and its financial requirements.
- 364 b. The chair is responsible for planning, in consultation with the members of the department, for a sufficient
365 number of faculty so as to sustain the teaching, scholarship, and service missions of the department, and shall
366 perform the tasks of Section 3.0 and [Appendix A](#) in order to meet this responsibility. Chairs within schools
367 are responsible for planning with the dean, as well as members of their departments.
- 368 c. For all promotion and tenure cases, the chair shall collect each department member's recommendation ballot
369 at the conclusion of the deliberation meeting. The chair must then oversee the completion of a deliberations
370 report (written by the chair or their designee) that gives an account of the discussion prior to the completion
371 of the recommendation ballots with due consideration being given to minority opinions. The deliberation
372 report shall be approved by the eligible voting members of the department. These documents shall be
373 included with the department's recommendation ballots and presented to the dean of the applicable school.
- 374 d. The chair is, in virtue of their role as chair and regardless of their own rank, an eligible deliberator in all cases
375 of tenure and promotion within their department, except for their own and in cases described in Appendix N.
- 376 e. The chair is responsible for orientation of new faculty and for providing assistance in the development of
377 teaching skills, service opportunities, and scholarship. The chair shall meet annually with each probationary
378 faculty member to review the previous year's activities and the faculty member's plans for the subsequent
379 year. The chair is responsible for ascertaining that the department's procedures for evaluating a probationary
380 faculty member's achievements in teaching, scholarship, and service relative to promotion and tenure are
381 implemented annually and shall submit a formal report to the candidate and the applicable school dean to this
382 effect. The chair (or their designee) is responsible for coordinating and implementing a formal third-year
383 review of each probationary faculty member's progress toward the standards for tenure as described in the
384 applicable department tenure and promotion procedures and qualifications.
- 385 f. The chair is responsible for calling department meetings at least once each month during the academic year,
386 September through May. Department meetings shall be conducted in accordance with *Robert's Rules of*
387 *Order, Newly Revised*. All decisions pertaining to the academic policies of the department are to be arrived at
388 by majority vote. The minutes shall record the vote and an account of the discussion leading to it, with due
389 consideration being given to the recording of minority opinions. Absentee ballots/votes are not permitted
390 except in the election of the chair. The approved minutes of department meetings are submitted in a timely
391 manner by the chair to the president and the provost, and to the school dean. A copy is retained in the
392 department's records.
- 393 g. The chair, in consultation with the members of the department, prepares the proposed department budget
394 requests for each fiscal year and presents them to the school dean and provost, who forward them to the vice
395 president for finance and business.
- 396 h. The chair, in consultation with the members of the department, assigns the office and non-teaching laboratory
397 space which has been allocated to the department. The dean allocates space available to individual
398 departments, within the policies of the Office of Academic Affairs.

- 399 i. The chair is required to hold regular office hours and at such times to be available both to the members of the
400 department and to students. The chair also has the responsibility for setting up a program for guiding and
401 advising the majors in the department and of assigning members of the department to aid in this work. A
402 record of the academic status of all students who are majors and minors shall be kept by the chair, as well as
403 a record of the graduate and professional progress of those who have graduated as majors of the department.
- 404 j. The chair, after consultation with the members of the department and with the school's dean, has the
405 responsibility for assigning courses to the members of the department and submitting these to the Office of
406 Enrollment Services (Academic Scheduling and Registration). When any member of the department is unable
407 to meet classes, that faculty member is obligated to inform the chair, whose duty it is to provide an
408 appropriate substitute or cancel the class meeting.
- 409 k. The chair approves requests for members of the department to attend professional meetings through the
410 assistant vice president's office in accordance with the current faculty travel policy. The chair forwards
411 approved travel requests to the Office of Academic Affairs.
- 412 l. Individual department members or a department chair may present appeals of department decisions according
413 to the Grievance Procedures in [Appendix G](#). When such appeals are heard, all concerned parties have the
414 right to present arguments and evidence in support of their points of view.
- 415 m. The chair is responsible for assisting in the transition of the new chair between the time of appointment by
416 the provost and July 1.

417

418 **2.4.3 Review and Recall of Department Chair**

419 In relation to the processes, powers, and duties outlined in [Section 2.4.1](#) and [Section 2.4.2](#), the following procedures are
420 designed to promote prompt and efficient investigation and resolution of complaints or conflicts concerning department
421 chairs in situations where the grievance procedures of [Appendix G](#) and the College's anti-harassment policies
422 governing potential Title VI and Title IX violations are insufficient or not appropriate. Whenever possible, all problems
423 should be resolved before initiating this review process. Open communication between administrators and faculty is
424 encouraged in the expectation that formal procedures will be needed only in rare and unusual circumstances.

425 a. *Review of Department Chair.* A review can be initiated in the case of a complaint or conflict involving the
426 chair's election in 2.4.1 and/or fulfillment of the responsibilities in Section 2.4.2. Review of department chairs
427 occurs either at the written request, submitted to the school dean, of two thirds of the Ordinary Faculty
428 members of the chair's department, or at the request of the school dean, the provost, or the president of the
429 Faculty Senate. The school dean will conduct the review in collaboration with the chair of the Departmental
430 Affairs Committee of the Faculty Senate and will, as appropriate given the nature of the complaint or conflict,
431 invite all department members, including the department chair, to participate in a way that protects
432 confidentiality. The review will generally conclude within one month of the formal request with confidential
433 independent reports and recommendations submitted to the provost written by the school dean and the chair of
434 the Departmental Affairs Committee. If neither the school dean nor the chair of the Departmental Affairs
435 Committee recommends the recall of the department chair, the provost will either proceed with the recall
436 process in Section 2.4.3.b or determine an alternative course of action and provide, in a way that protects
437 confidentiality, a written rationale to the members of the affected department.

438 b. *Recall of Department Chair.* If after the review of a department chair the school dean or the chair of the
439 Departmental Affairs Committee recommends that the department chair be recalled, or the provost decides to
440 proceed with the recall process, the provost will form an advisory committee consisting of the chair of the
441 Departmental Affairs Committee, an Ordinary Faculty member appointed by the Faculty Senate president, an
442 Ordinary Faculty member appointed by the chair of the affected department, the school dean, and an ordinary
443 faculty member appointed by the provost. In consultation with this advisory committee, the provost will invite
444 the department chair of the affected department to respond to the review, determine whether to recall the
445 department chair, meet with the advisory committee to discuss the provost's determination, and provide, in a
446 way that protects confidentiality, a written rationale to the advisory committee and to the faculty members of

447 the affected department. If the chair is recalled, then the department will proceed by following the process
448 outlined in Section 2.4.2.a.

- 449 i. The members of the advisory committee selected by the Faculty Senate president and provost shall
450 not be members of the affected department or otherwise have a conflict in accordance with the
451 College's Nepotism Policy.
- 452 ii. In the performance of their roles hereunder, members of the affected department and advisory
453 committee shall be guided by standards of professional ethics and confidentiality.
- 454 iii. Nothing herein prohibits a department chair from resigning as chair upon notice to the school dean at
455 which time the procedure outlined above shall cease.

456
457 c. *Extraordinary Departmental Circumstances.* If extraordinary departmental circumstances occur that are not
458 explicitly provided for by Section 2.4 (such as the hiring of an outside chair), a formal review of the
459 circumstances and response can be conducted according to the procedures in Section 2.4.3.a and b.

460 **2.5 Academic Programs**

461 A program is an academic organization which does not have department status, but which offers a major and/or minor
462 or provides courses of studies in core requirements. A program director is appointed by the provost and is the
463 administrator of the affairs of the program. Where appropriate, the responsibilities of a program director are the same as
464 those of a department chair.

465 **3.0 Faculty Appointments, Rank, and Tenure**

466 **3.1 Initial Appointment to the Ordinary Faculty: Hiring Policy**

467 In its appointment of Ordinary Faculty, Providence College is committed to the maintenance of the highest standards in
468 instruction, scholarship, and service to the College and its professional and social communities. Mindful of its heritage,
469 the College, in all of its searches for full-time faculty, seeks men and women qualified in their academic disciplines,
470 normally holding the terminal degree, who have demonstrated excellence, or who have the potential for excellence, in
471 teaching and scholarship, and who support and foster the College's Mission and character as a Catholic and Dominican
472 institution. To preserve that character and further its Mission, the College appoints to the Ordinary Faculty, without
473 formal searches, Dominican Friars qualified in their academic disciplines. In recognition of their proven achievement at
474 Providence College in teaching, scholarship, and service, under extraordinary circumstances, visiting faculty may also
475 be appointed to the Ordinary Faculty without formal searches. (Appendix A describes the process governing the
476 authorization and advertising of a position, the constitution of a search committee, the conduct of a search, the
477 submission of recommendations, and the selection and appointment of an Ordinary Faculty member.)

478 **3.2 Contract Policy**

479 All Ordinary and Term Faculty appointments are made by formal written contract and are valid only when they have
480 been signed by the president or the provost and the faculty member. Three (3) copies of all such contracts are executed:
481 one (1) for the faculty member, one (1) for the provost, and one (1) for the associate vice president, human resources.
482 All contracts and commitments, together with the conditions thereof, must be in writing, signed, and in the possession
483 of both the College and the faculty member before an appointment is considered to be completed. No contract term or
484 commitment or condition that is not reduced to writing and signed by the president and the faculty member shall be
485 authorized or valid.
486

- 487 Full-time members of the faculty shall not engage in work for compensation outside the College during the
488 academic year without the specific written permission of the provost. All such work, if authorized, shall be of
489 a professional character and shall not interfere with the faculty member's responsibilities at Providence
490 College.
- 491 a. The contract is bilateral, and obliges both the faculty member and the College. Changes in the terms of a
492 faculty contract before its expiration must be by mutual agreement of the parties and in writing. A new
493 contract stating the changed terms must be written and signed by the president and the faculty member before
494 such changes become effective.
 - 495 b. All contracts of non-tenured Ordinary Faculty and of Term Faculty are bilateral and cannot be terminated
496 prior to the expiration date by either party except by mutual consent or, on the part of the College, for
497 adequate cause as defined in Appendix C. The terms of all faculty contracts are to be according to the official
498 standards in effect governing salary and status at the time the contract is drawn, except in those instances in
499 which unusual circumstances, such as the special need for a faculty member with particularly rare
500 qualifications, may prevail.
 - 501 c. Acceptance of a faculty contract includes acceptance by the faculty member of the Mission Statement, the
502 Statement of Objectives of the College, and the Professional Responsibilities as set forth in this *Faculty*
503 *Handbook*.
 - 504 d. Except for those members of the Ordinary Faculty who are in their first year of probationary appointment, the
505 provost will notify probationary faculty of a decision not to renew their contract not later than January 31
506 prior to the date when the renewal should be effective. Members of the Ordinary Faculty who are in their first
507 year of probationary appointment whose contract will not be renewed shall be notified not later than March 1
508 of their first academic year.
 - 509 e. Members of the Ordinary Faculty who do not plan to renew their contracts are required to notify the provost
510 and the department chair of their intention not to renew no later than March 1 of their final academic year.

511 **3.3 The Committee on Academic Rank and Tenure**

512 All new appointments, reappointments, promotions, decisions not to reappoint, the granting of tenure, and dismissals
513 are made by the president, acting for the Board of Trustees and in accord with the norms and standards set forth in this
514 *Faculty Handbook*. In carrying out this aspect of his responsibility, the president is guided, but not bound, by the
515 recommendations of the Committee on Academic Rank and Tenure (CART). Faculty status and related matters are the
516 primary responsibility of CART as it functions in conjunction with the departments and programs.

517 Normally the president shall, on questions of faculty status, as in other areas where the faculty has primary
518 responsibility, concur with the committee's recommendations, except for compelling reasons.

519 **3.3.1 Membership and Officers of the Committee**

520 CART is composed of the provost, *ex officio*, who serves as the chair, and 15 voting members. The chair is empowered
521 to vote only in the case of a tie.

522 The provost is the normal channel through which the committee receives the matters which it is to consider, and
523 communicates the committee's actions to the president and other appropriate individuals. The provost shall have the
524 authority to convene all regular meetings, but they shall be required to convene the committee at the request of any
525 three (3) voting members. The provost shall have the authority to appoint a voting member of the committee to serve in
526 their the provost's place whenever t provost is unable to attend to the provost's duties as chair. In the event of the
527 absence of such an appointee, the senior voting member in terms of service at the College shall act as chair. The voting
528 members of the committee shall elect a scribe from among the membership for an annual term, which may be renewed.
529 No member shall be required to serve in this office more than one (1) year.

530 The scribe is responsible for preparing the minutes of the meetings of the committee and the deliberation report. On
531 occasion the committee may decide that professional secretarial service is required, e.g., when such service is
532 specifically mandated in this *Faculty Handbook*.

533 **3.3.2 Selection of the Voting Members**

534 **a. Eligibility.** All voting members of the committee must hold the rank of Professor or Associate Professor,
535 must be tenured, and must possess the earned doctorate or other terminally qualifying degree or title. Only
536 members of the committee who hold the rank of Professor are eligible to vote on any motion pertaining to a
537 promotion to the rank of Professor.

538 **b. Method of Selection.** The Senate Elections Committee shall oversee all elections. Of the 15 voting
539 members of the committee:

540

541 Two (2) members of CART from the School of Business shall be elected by the eligible faculty of the
542 School of Business, including at least one (1) holding the rank of Professor.

543

544 Two (2) members of CART from the School of Education and Social Work shall be elected by the
545 eligible faculty of the School of Education and Social Work. Library faculty members, who normally are not
546 affiliated with any of the schools, shall be eligible to hold the seats allocated to the School of Education and
547 Social Work, and shall be eligible electors for these seats.

548

549 Two (2) members of CART from the School of Nursing and Health Sciences shall be elected by the
550 eligible faculty of the School of Nursing and Health Sciences, including at least one (1) holding the rank of
551 Professor.

552

553 Six (6) members of CART shall be elected by the eligible faculty of the School of Arts and Sciences as
554 follows:

555

Three (3) from the Humanities, including at least one (1) holding the rank of Professor.

556

One (1) from Natural Science and Math, who must hold the rank of Professor.

557

One (1) from the Social Sciences, who must hold the rank of Professor.

558

One (1) from either Natural Science and Math or the Social Sciences.

559

560 Three (3) members of CART shall be chosen by the College president, including at least one (1)
561 holding the rank of Professor.

562 **3.3.3 Terms of Voting Members**

563 **Length of Terms.** The voting members of CART shall be elected to staggered terms as follows for the first year, i.e.,
564 the elections to be held in the spring of 2018. Subsequent elections shall be for three-year terms. Members may be
565 elected or appointed for a second full or partial term. They may not, however, serve more than two (2) terms, full or
566 partial, in succession. Members who have served two (2) consecutive terms, full or partial, must have a break in service
567 of at least 24 months from the date of expiration of the term or the date of resignation from the term, whichever is
568 earlier. Members seeking promotion during an academic year must resign the remainder of their term prior to July 1 of
569 the academic year in which their case will come to CART. Members who are unable to serve shall resign their seats for
570 the remainder of their term.

571

572

573 **a. Method of selection:** Each school shall conduct its election using the approval voting method: Every
574 eligible faculty member may vote for as many candidates as **they** choose. All Ordinary Faculty members are
575 eligible voters. The election shall
576 result in staggered terms.

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579 **The School of Business** shall elect two (2) CART members, including at least one (1) holding the
580 rank of Professor.

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The candidate receiving the highest number of votes shall be elected to a three-year term.
The candidate receiving the second highest number of votes shall be elected to a two-year term.

The School of Education and Social Work, including Library faculty, shall elect two (2) CART members:

The candidate receiving the highest number of votes shall be elected to a three-year term.
The candidate receiving the second highest number of votes shall be elected to a two-year term.

The School of Nursing and Health Sciences, shall elect two (2) CART members.

The candidate receiving the highest number of votes shall be elected to a three-year term.
The candidate receiving the second highest number of votes shall be elected to a two-year term.

The School of Arts and Sciences shall elect six (6) CART members:

Humanities: Three (3) members to be elected, including at least one (1) holding the rank of Professor.

The candidate receiving the highest number of votes shall be elected to a three-year term.
The two (2) candidates receiving the second and third highest number of votes shall be elected to two-year terms.

Natural Science and Math: One (1) member to be elected, who must hold the rank of Professor.

Social Sciences: One (1) member to be elected, who must hold the rank of Professor.

Either Natural Science and Math or the Social Sciences: One (1) member to be elected.

For Natural Science and Math and the Social Sciences:
The candidate receiving the highest number of votes shall be elected to a three-year term.
The two (2) candidates receiving the second and third highest number of votes shall be elected to two-year terms.

College president appointees: Three (3) members to be appointed by the College president, including at least one (1) holding the rank of Professor. All presidential appointees shall be appointed to three-year terms.

632 **b. Unexpired Terms.** The president appoints voting members to complete unexpired terms of members he
633 originally appointed. The schools elect voting members to complete unexpired terms of members the schools
634 originally elected.

635 **3.3.3.1 Membership and Participation**

636 a. In meetings of CART, members of CART must recuse themselves from voting on cases from their own
637 department.

638 b. In meetings of CART, members of CART must recuse themselves from deliberation and voting on cases
639 involving family or household members as defined by the Providence College Nepotism Policy (see
640 Appendix N in this *Faculty Handbook*).

641 **3.3.4 Powers of the Committee**

642 Except when it delegates its authority to the provost, CART shall recommend to the president a new appointment to the
643 Ordinary Faculty if a candidate meets the requirements for the recommended rank. The committee has the power to
644 make recommendations to the president regarding appointments to the faculty, decisions not to reappoint, promotions,
645 the granting of tenure and dismissals. Its recommendations provide guidance to the president.

646 In the exercise of its powers, the committee is guided by the norms and standards set forth in this *Faculty Handbook*.
647 These norms and standards may be reviewed and revisions of them may be proposed by the committee and/or the
648 Faculty Senate, but all such revisions are subject to the approval of the president before they may take effect.

649 **3.3.5 Department Evaluations of Qualifications for Tenure and Promotion**

650 It shall be the responsibility of each academic department to devise procedures for the tenure and promotion of its
651 faculty members and the appropriate techniques for the evaluation of each faculty member's achievements in teaching,
652 scholarship, and service. These procedures shall include procedures for a formal third-year review of probationary
653 faculty members. Departmental procedures must be filed by each department with the provost, who presents them to
654 CART for review. Following this review, CART will either approve the procedures or request revisions through the
655 provost.

656 **3.3.5.1 Department Evaluations of Qualifications for Tenure and Promotion for Joint Appointments**

657 At the time that an offer of a joint appointment is made, the chairs and/or directors will collaboratively develop a
658 memorandum of agreement that must indicate which standards of promotion and tenure will be utilized for the
659 evaluation of the jointly-appointed faculty. In cases for which the primary unit's procedures are not selected, the
660 primary and secondary academic units will then devise modified procedures for evaluation of the jointly-appointed
661 faculty member's achievements in teaching, scholarship, and service. These modified procedures should represent both
662 academic units with consideration of the proportion of the appointment between the primary and second units. These
663 modified procedures must not require a greater workload in the areas of teaching, scholarship, and service than that
664 which is expected from a traditional faculty appointment. The draft memorandum of agreement will then be submitted
665 to the dean(s) for their input, after which it will be filed with the provost, who presents it to CART for review.
666 Following this review, CART will either approve the procedures or request revisions through the provost. The
667 memorandum of agreement for joint appointments will also include that, as part of the probationary faculty member's
668 third-year review, the faculty member will meet with their dean to provide an opportunity for discussion about how the
669 joint appointment is being managed by the primary and secondary units.

670 **3.3.5.2 Department Evaluations of Qualifications for Promotion of Renewable** 671 **Contingent Faculty.**

672 It shall be the responsibility of each academic department to devise procedures for the promotion of its Renewable
673 Contingent Faculty(RCF) members and the appropriate techniques for the evaluation of each faculty member's
674 achievements in teaching and service. These procedures shall include procedures for a formal third-year review of RCF
675 members. Departmental procedures must be filed by each department with the provost, who presents them to CART for
676 review. Following this review, CART will either approve the procedures or request revisions through the provost.

677 **3.4 The Ranks of the Faculty**

678 **3.4.1. Requirements of the Ranks for Faculty**

- 679 a. **Instructor:**
- 680 1. Possession of at least a Master's degree or its equivalent in the academic discipline in which the
 - 681 rank is held.
 - 682 2. Potential for development in teaching, scholarship, and service as described below in Section 3.4.3.
 - 683 3. Evidence of those qualities of character and personality generally recognized in the academic
 - 684 profession as appropriate to a teacher, advisor, and director of students.
- 685 b. **Assistant Professor:**
- 686 1. All that is required for the rank of Instructor.
 - 687 2. Possession of the earned doctorate. This requirement may, however, be waived for faculty members
 - 688 whose professional competence is shown to be in an area in which the normal terminally qualifying
 - 689 credentials or degree is not the doctorate. Such faculty members must demonstrate that they do
 - 690 possess whatever credentials or degree is normally regarded and generally recognized as certifying
 - 691 terminal faculty appointments, professional qualification in their areas of academic instruction.
 - 692 3. Preliminary evidence of scholarship as described below in Section 3.4.3.
- 693 c. **Associate Professor:**
- 694 1. All that is required for the lower ranks.
 - 695 2. A minimum of four (4) years' experience in the rank of Assistant Professor at the College or one of
 - 696 equivalent standing.
 - 697 3. Evidence of achievement in teaching, scholarship, and service as described below in Section 3.4.3.
- 698 d. **Professor:**
- 699 1. All that is required for the lower ranks.
 - 700 2. A minimum of five (5) years' experience in the rank of Associate Professor at the College or one of
 - 701 equivalent standing.
 - 702 3. Evidence of distinguished achievement in teaching, scholarship, and service as described below in
 - 703 Section 3.4.3.

704 **3.4.2. Requirements of the Ranks for Renewable Contingent Faculty**

- 705 a. **Assistant Professor (Practice, Clinical, Instruction):**
- 706 1. Possession of at least a Master's degree or its equivalent in the academic discipline in which the
 - 707 rank is held.
 - 708 2. Potential for development in teaching and service as described below in Section 3.4.4
 - 709 3. Evidence of those qualities of character and personality generally recognized in the academic
 - 710 profession as appropriate to a teacher, advisor, and director of students.
- 711 b. **Senior Professor (Practice, Clinical, Instruction):**
- 712 1. All that is required for the lower ranks.
 - 713 2. A minimum of five (5) years' experience in the ranks of Assistant Professor at the College or one of
 - 714 equivalent standing.

- 715 3. Evidence of achievement in teaching and service as described below in Section 3.4.4
- 716 c. **Principle Professor (Practice, Clinical, Instruction):**
- 717 1. All that is required for the lower ranks.
- 718 2. A minimum of five (5) years' experience in the rank of senior professor at the College or one of
719 equivalent standing.
- 720 3. Evidence of distinguished achievement in teaching, and service as described below in Section
721 3.4.4.

722 3.4.3 Qualifications for Promotion of Ordinary Faculty

723 All evaluations involving rank are conducted relative to the following qualifications:

724 a. **Teaching.** Evidence of continuing effective performance of teaching responsibilities in and out of the
725 classroom. This achievement may be documented in one or more ways depending on the norms of a
726 candidate's particular discipline. This documentation may include, but is not limited to, peer evaluation,
727 student evaluations, and teaching portfolios. Evidence of effective advising and mentoring is also considered
728 evidence of good teaching. For non-teaching members of the Ordinary Faculty, consistent demonstration of
729 outstanding performance of professional responsibilities must be documented.
730

731 b. **Scholarship.** Evidence of continuing scholarly development and performance of scholarly responsibilities.
732 Scholarship may be reflected in a range of professional and intellectual activities depending on the faculty
733 member's discipline as described in the applicable department tenure and promotion guidelines; it may also
734 be reflected in scholarly work completed with undergraduate students. These activities must include tangible
735 scholarly products.
736

737 Tangible scholarly products that constitute evidence of scholarship:

- 738 1. demonstrate a high level of discipline-related expertise;
739 2. have been shared with the relevant scholarly community; and
740 3. have undergone positive objective peer review, evidenced by juried evaluation of creative work,
741 and/or refereed evaluation of publications and presentation

742 Scholarship includes, but is not limited to:

- 743 1. Creative contributions to the stock of human knowledge;
744 2. Critical analysis or artistic expression centering on the interpretation and/or integration of existing
745 knowledge or the application of expertise in one or more disciplines;
746 3. Critical analysis centering on significant innovations in courses, curriculum and/or the pedagogical
747 arts.
748

749 c. **Service.** Evidence of continuing performance of service responsibilities to their department and in one or
750 more of the following:

- 751 1. Service to the College;
752 2. Service to an academic discipline/industry;
753 3. Service to the community;
754 4. Effective advising and mentoring.

755 3.4.4 Qualifications for Promotion of Renewable Contingent Faculty

756 All evaluations involving rank are conducted relative to the following qualifications:

- 757 a. **Teaching.** Evidence of continuing effective performance of teaching responsibilities in and out of the
758 classroom. This achievement may be documented in one (1) or more ways depending on the norms of a
759 candidate's particular discipline. This documentation may include, but is not limited to, peer evaluation,
760 student evaluations, and teaching portfolios. Evidence of effective advising and mentoring is also considered
761 evidence of good teaching. For non-teaching members of the Ordinary Faculty, consistent demonstration of
762 outstanding performance of professional responsibilities must be documented.
- 763 b. **Service.** Evidence of continuing performance of service responsibilities to their department and in one (1) or
764 more of the following:
- 765 1. Service to the College;
 - 766 2. Service to/continued involvement in an academic discipline or industry;
 - 767 3. Service to the community;
 - 768 4. Effective advising and mentoring.

769 **3.4.5 Exceptions to the Requirements and Qualifications for Tenure and Promotion**

770 *Campus Emergency Exception*

771 Emergency exceptions to the requirements and qualifications for tenure and promotion will be considered upon the
772 declaration by legislation of a campus emergency by the Faculty Senate. Legislation declaring the start of an
773 emergency must be passed by the Senate by a simple majority of senators and approved by the College president. An
774 emergency is defined as a local or national event which hinders or significantly alters the ability of faculty to perform
775 their work in one (1) or more area of teaching, scholarship or service. The intent of this exception is not to lower our
776 academic standards for tenure and promotion but instead to recognize that the focus of faculty efforts may have to
777 temporarily shift to meet imminent demands and that other planned work may need to be postponed as it may not be
778 safe or feasible to complete during the emergency.

779 When an emergency is declared as detailed above, the emergency exception procedures will be applied to all
780 probationary faculty at the time of declaration and will be in effect up to the time of each individual faculty member's
781 final decision on their tenure and promotion application. The Faculty Senate may renew the emergency exception to
782 include faculty hired since the initial declaration.

783 Once declared, a campus emergency results in the following changes to the tenure and promotion procedures:

- 784 a. Tenure and promotion dossiers for all candidates must contain a "Campus Emergency Impact Statement,"
785 which details how the emergency has impacted the candidate in areas of teaching, scholarship and service. If
786 the emergency is in effect during any part of the candidate's probationary period, it is the responsibility of the
787 candidate to make the case for the impact of the emergency in their impact statement. The impact statement
788 must be addressed in the candidate's review at each level of the tenure and promotion process. Evidence of
789 consideration of the impact statement, including but not limited to how the emergency circumstances may
790 have altered faculty workloads, how faculty responded to the emergency conditions, and what their teaching,
791 scholarship, and service may have been had there not been a serious disruption must be demonstrated via: a)
792 the deliberation reports from the candidate's home department and the Committee on Rank and Tenure
793 (CART) b) the letters of both the departmental chairperson and school dean, which are submitted to CART.
- 794 b. All ballots for decisions of tenure and promotion provided by the Office of Academic Affairs must indicate
795 that the Campus Emergency Exemption has been activated and that eligible deliberators must consider the
796 candidate's Campus Emergency Impact Statement in evaluating the candidate's accomplishments in teaching,
797 scholarship and service.

798 *Extraordinary Service Exception*

799 Exceptions to the requirements and qualifications for the ranks may be considered upon request for promotion by the
800 faculty member. Such exceptions shall be considered only for members of the Ordinary Faculty who lack the
801 appropriate terminal degree, or whose responsibilities to the College, the profession, or the community have limited

802 their achievements in scholarship. Promotion in such cases shall be granted only when the faculty member's
803 contributions in teaching and service to the College, the profession, or the community are determined to be of
804 extraordinarily high quality and value and enhance the academic reputation of Providence College.

805

806 a. For promotion to the rank of Assistant or Associate Professor, the faculty member shall have a minimum of
807 five (5) years' experience in the rank of Instructor, or a minimum of ten (10) years' experience in the rank of
808 Assistant Professor, and must, in addition to evidence of accomplishment in teaching and service,
809 demonstrate continuing professional development and sustained scholarship in their field or related
810 interdisciplinary area.

811

812 b. For promotion to the rank of Professor, the faculty member shall have a minimum of ten (10) years'
813 experience in the rank of Associate Professor, and shall demonstrate professional growth and scholarship in
814 their field or related interdisciplinary area, and shall be recognized as a master in their area of expertise.

815 *No Deliberators Exception*

816 Tenured faculty members seeking promotion to the rank of Professor shall be evaluated by department members who:
817 (1) have completed at least two full years of service at Providence College, and (2) currently hold the rank of Professor,
818 along with the department chairperson.

819 In cases where no eligible departmental deliberators are available, the following procedures shall be implemented to
820 ensure the candidate receives full and fair consideration for promotion:

821 1. The appropriate school dean, in consultation with the faculty member under consideration, shall identify three
822 departments best suited to evaluate the promotion dossier. With the approval of the relevant school dean, departments
823 outside the faculty member's school may also be considered.

824 2. The dean, in consultation with the provost and the chair of the Departmental Affairs Committee of the faculty senate
825 (or their designee), shall appoint three members of the ordinary faculty who hold the rank of Professor to serve in place
826 of the departmental committee. Members of the Committee on Academic Rank and Tenure (CART) and individuals in
827 the dean's office are not eligible to serve in this capacity.

828 3. Once the committee is formed, its membership shall be submitted to CART for approval.

829 4. Upon approval, the role of chairperson for the specially constituted deliberation committee will be filled by either:

830 (i) a willing member of the faculty in the home department of the faculty member seeking promotion to
831 Professor who has served as a prior department chair for at least one full term, or

832 Should none be willing or able,

833 (ii) the chairperson of the Faculty Status committee (or their designee).

834 The chairperson of this specially constituted committee is responsible for ensuring that departmental and Faculty
835 Handbook procedures are followed. While the chairperson does not have voting rights, the chairperson shall attend all
836 deliberations and fulfill all other duties outlined in Appendix E.

837 **3.4.6 The Promotion Process for Tenured Faculty**

838 a. **The Evaluations by the Chair and the Department**

- 839 1. The provost shall inform tenured Assistant and Associate Professors when they become eligible for
840 promotion. These faculty shall be informed prior to May 1 that they will be eligible to apply for
841 promotion to Associate or Full Professor beginning in the ensuing fall semester:
842 a. Tenured Assistant Professors are eligible for promotion in rank.
843 b. Faculty members who have served four (4) full years as an Associate Professor at the
844 College shall be informed of their eligibility to apply for promotion in rank following the
845 provisions of Section 3.4.1.
- 846 2. Prior to September 15, eligible faculty members may present their requests and all materials
847 relevant to their promotion to the respective department chair and CART who shall submit such
848 requests and materials to the appropriate members of the department.
- 849 3. Prior to October 15, the promotion evaluations by the chair and the eligible members of the
850 department shall be completed utilizing the evaluation scheme outlined in Appendix E.
- 851 a. Faculty requesting promotion to the rank of Professor shall be evaluated by members of
852 the department having at least two (2) full years of service at Providence College and
853 holding the rank of Professor. Absentee ballots are precluded.
- 854 b. Tenured faculty requesting promotion to the rank of Associate Professor shall be
855 evaluated by members of the department having at least two full years of service at
856 Providence College and holding the rank of Associate Professor and Professor. Absentee
857 ballots are precluded.
- 858 c. At a deliberation meeting called by the chair of the department, eligible members of the
859 department shall discuss the merits of the promotion application in light of the
860 department's promotion guidelines and complete recommendation ballots as outlined in
861 Appendix E.
- 862 d. The department chair shall complete the chair's responsibilities as outlined in Section
863 2.4.2.c and Appendix E. In completing these responsibilities, the chair shall leave enough
864 time to secure departmental approval of the deliberation report. Within five (5) days of
865 the deliberation meeting, the department chair shall inform the candidate as to whether
866 the departmental recommendation was favorable or unfavorable in each area. The exact
867 vote tabulation shall not be revealed to the candidate except as provided in Appendix
868 E.2.f.

869 **b. Evaluation by the School Dean**

870 For all tenure and promotion cases, each applicable school dean must complete a personal recommendation
871 after receiving the materials from the chair. The dean reviews the materials to ensure that the department has
872 followed its own procedures and qualifications in evaluating the candidate. The dean will contact the
873 department if 1) they find information submitted by the chair/department to be lacking, and/or if 2) they have
874 determined that the department has not fully followed its procedures. In either case, the dean shall request
875 additional information from the eligible members of the department, including the chair, and/or a revision of
876 the deliberation report and/or chair's recommendation, to ensure that adequate information or explanation has
877 been provided to guide both the dean and CART in their own deliberations. The dean shall contact the
878 department if they anticipate writing a personal recommendation that is in disagreement with the
879 recommendation of the majority of the department. The dean need not contact the department if none of the
880 above conditions apply. The dean then finalizes their opinion on the case and submits their own personal
881 recommendation along with the materials supplied by the chair to the provost.

882 **c. The Recommendation by the Committee on Academic Rank and Tenure**

883 1. The provost shall present the results of the promotion evaluations by the academic dean, the chair
884 and the eligible members of the department, the submissions, if any, of the faculty member, and all
885 pertinent information and credentials available in the faculty member's personnel file, maintained
886 by the Office of Academic Affairs, to the Committee on Academic Rank and Tenure (CART). At
887 the discretion of CART, any materials submitted after January 25 may be considered. The faculty
888 member shall have the option of appearing before CART to comment in support of their promotion
889 consideration. CART shall prepare its promotion evaluations as outlined in Appendix E.
890

- 891 2. CART shall recommend to the president that a candidate be promoted if a candidate meets each of
892 the following minimum standards of achievement:
893 a. A majority of Yes votes by the eligible voting members of CART in the area of teaching;
894 b. A majority of Yes votes by the eligible voting members of CART in the area of
895 scholarship;
896 c. A majority of Yes votes by the eligible voting members of CART in the area of service.
897 3. Members of CART ineligible to vote as a matter of rank, absence, or recusal, are not included in
898 the determination of the number of Yes votes required to reach majority.
899 4. CART shall recommend to the president the denial of promotion if a candidate fails to meet any of
900 the preceding minimum standards of achievement.

901 d. **The Promotion Decision**

902 The president's decision on the request for promotion shall be communicated to CART and to the faculty
903 member not later than January 15 prior to the effective date of the promotion.

904 **3.4.6.1 The Promotion Process for Tenured Faculty in Cases of Joint Appointment**

905 The Evaluation by the Department

906 a.. The provost shall inform tenured Assistant and Associate Professors when they become eligible for promotion.
907 These faculty shall be informed prior to May 1 that they will be eligible to apply for promotion to Associate or Full
908 Professor beginning in the ensuing fall semester:

- 909 1. Tenured Assistant Professors are eligible for promotion in rank.
910 2. Faculty members who have served four (4) full years as an Associate Professor at the College shall be
911 informed of their eligibility to apply for promotion in rank following the provisions of Section 3.4.1.

912 b. Prior to September 15, eligible faculty members may present their requests and all materials relevant to their
913 promotion to the respective department chair/director of their primary and secondary units, and CART who shall
914 submit such requests and materials to the appropriate members of the department.

915 c. Prior to October 15, the promotion evaluations by the chair and the eligible members of the department shall be
916 completed utilizing the evaluation scheme outlined in Appendix E.

917 1. Faculty requesting promotion to the rank of Professor shall be evaluated by members of the department
918 having at least two (2) full years of service at Providence College and holding the rank of Professor.
919 Absentee ballots are precluded.

920 2. Tenured faculty requesting promotion to the rank of Associate Professor shall be evaluated by members
921 deemed eligible in the memorandum of agreement establishing joint appointment. Eligible deliberators may
922 be made up of members of the primary or secondary unit having at least two (2) full years of service at
923 Providence College and holding the rank of Associate Professor and Professor. Absentee ballots are
924 precluded.

925 3. At a deliberation meeting called by the chair of the primary academic unit, eligible deliberators from each
926 academic unit as established by the memorandum of agreement, shall discuss the merits of the promotion
927 application in light of the promotion procedures indicated in the memorandum of agreement and complete
928 recommendation ballots as outlined in Appendix E.

929 4. The chairs/directors of the primary and secondary units shall complete the chair's responsibilities as
930 outlined in Section 2.4.2.c and Appendix E. In completing these responsibilities, the chairs/directors shall
931 leave enough time to secure departmental approval of the deliberation report. Within five (5) days of the
932 deliberation meeting, the department chair of the primary academic unit shall inform the candidate as to
933 whether the departmental recommendation was favorable or unfavorable in each area. The exact vote
934 tabulation shall not be revealed to the candidate except as provided in Appendix E.2.f.

935 **3.5 Academic Tenure**

936 Providence College endorses the *1940 Statement of Principles on Academic Freedom and Tenure* of the American
937 Association of University Professors and the Association of American Colleges. (See *Policy and Informational*
938 *Documents for the Faculty of Providence College.*)

939 **3.5.1 Tenured Status**

- 940 a. All members of the Ordinary Faculty who have completed a probationary period of six (6) years and who
941 successfully complete the tenure process (Section 3.5.4) are given permanent or tenured status with the
942 College unless notice is given prior to the conclusion of the fifth year that the sixth year constitutes a final
943 appointment. Their services may not be terminated by the College except:
- 944 1. for dismissal for adequate cause as defined in Appendix C;
 - 945 2. under extraordinary circumstances because of financial exigency;
 - 946 3. for discontinuance of a major, minor, program or a department not mandated by financial exigency.
- 947 b. Beginning with appointment to the Ordinary Faculty, the probationary period may not exceed six (6) years.
948 Credit toward tenure shall be specified at the time of the initial appointment as specified in Appendix A.
949 Time spent on leave of absence may count as probationary period service, except in those cases when the
950 leave is of such a nature that the individual's development as a faculty member cannot be judged, or when the
951 leave is for other than scholarly purposes. Mutual agreement as to whether the leave will count as
952 probationary period service shall be in writing at the time the leave is granted. Notice shall be given at least
953 one (1) year prior to the expiration of the probationary period if the faculty member is not to be continued in
954 service at the College after the expiration of probationary period.
- 955 c. During the probationary period a faculty member has the same academic freedom that all the other members
956 of the faculty have.
- 957 d. The termination for adequate cause of a tenured member of the Ordinary Faculty, or the dismissal for
958 adequate cause as defined in Appendix C, of a member of the Ordinary Faculty previous to expiration of the
959 probationary period, shall be according to the Grievance Procedures in Appendix G.
- 960 e. Tenured faculty who are dismissed for reasons not involving grave moral turpitude or financial exigency
961 should receive their salaries for at least a year from the date of notification of dismissal, whether or not they
962 are continued in their duties at the College.
- 963 f. The conferral of tenured status is accompanied by a promotion in rank to Associate Professor, unless the
964 faculty member was appointed to the College as an Associate or Full Professor. This promotion is an
965 automatic consequence of receiving tenure, and therefore it involves no separate application or decision.

966

967 **3.5.2 Decisions Not to Reappoint During the Probationary Period**

- 968 a. A recommendation not to reappoint, including a recommendation based on adequate cause, as defined in
969 Appendix C, may be initiated by any one (1) or more of the following: the president, the provost, the dean of
970 the school, the department chair in which the faculty member teaches. Any such recommendation shall be
971 forwarded to the Office of Academic Affairs in writing and shall include, if applicable, the adequate cause(s)
972 for the recommendation.
- 973 b. A recommendation not to reappoint shall be discussed informally by the provost with the faculty member not
974 later than 30 calendar days prior to the dates of notice of non-reappointment specified in the schedule in
975 Section 3.5.2.c. The provost shall discuss the recommendation informally with the department chair and any
976 other concerned parties deemed appropriate by the provost.
- 977 1. If the recommendation is contested by the faculty member, they shall be given the opportunity to
978 submit material which they believe will be helpful to the adequate consideration of their
979 circumstances. These submissions shall be made to the Committee on Academic Rank and Tenure
980 (CART) through the provost not later than 14 calendar days after the date of the informal
981 discussion referred to above. These submissions and all other pertinent information bearing on the
982 action shall be reviewed by CART not later than 10 calendar days after the receipt of these
983 submissions by the provost. The committee shall arrive at its recommendation by a majority vote

- 984 and it shall inform the president of its findings and recommendations, together with the recorded
985 vote, no later than 72 hours after being convened by the chair of CART. In the event that the
986 president is not available or able to act on the recommendation of the committee, the executive vice
987 president shall receive the committee's findings and recommendations and act in the president's
988 stead.
- 989 2. If the recommendation is not contested in writing by the faculty member to the provost within 14
990 calendar days following this informal discussion, the recommendation not to reappoint shall be
991 forwarded to the president by the provost.
- 992 c. The decision of the president shall be stated in writing to the faculty member, and in the event of a decision
993 not to reappoint, notice of non-reappointment shall be given according to the following schedule:
- 994 1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of
995 that year; or, if the appointment is for less than the full academic year, at least 90 calendar days in
996 advance of its termination.
- 997 2. Not later than January 31 of subsequent academic years of service if the appointment expires at the
998 end of that year.
- 999 3. If the College fails to provide sufficient notice as prescribed by the schedule in (1) to (2) above, the
1000 faculty member shall be paid an amount equivalent to the salary the faculty member would have
1001 been entitled to receive for a period of time equivalent to the period of deficiency, based upon the
1002 academic year base salary. If the period of deficiency exceeds 90 calendar days, the faculty
1003 member shall be paid an amount equivalent to one academic year's base salary based on the faculty
1004 member's current contract. This provision for terminal notice or pay need not apply in the event that
1005 the president determines that non-reappointment is justified on the basis of conduct involving grave
1006 moral turpitude.
- 1007 d. In the event of a decision of the president not to reappoint, the faculty member, if they so requests, shall be
1008 advised orally by the provost of the reasons that contributed to the decision.
- 1009 e. If the faculty member expresses a desire to petition for a review, or the faculty member makes the request for
1010 any other reason satisfactory to themselves alone, they shall have the reasons given in explanation of the non-
1011 reappointment confirmed in writing by the provost. However, the faculty member should consider whether it
1012 is to their advantage to be so informed of the reasons for non-reappointment, particularly in writing. In being
1013 so informed, the faculty member may be placed under obligation to divulge the reasons to the appointing
1014 body of another institution if it inquired. Similarly, a written record may become the basis for continuing
1015 responses by the College to prospective appointing bodies.
- 1016 f. If the faculty member considers that non-reappointment involves a violation of academic freedom, or
1017 inadequate consideration by CART, then the faculty member may petition for a review according to the
1018 Grievance Procedures in Appendix G.

1019

1020 3.5.3 Qualifications for Tenure

1021 All evaluations involving tenure are conducted relative to the following qualifications.

- 1022 a. **Teaching.** Evidence of continuing effective performance of teaching responsibilities in and out of the
1023 classroom. This achievement may be documented in one or more ways depending on the norms of a
1024 particular discipline, which may include, but is not limited to, peer evaluation, student evaluations, and
1025 teaching portfolios. Evidence of effective advising and mentoring is also considered evidence of good
1026 teaching. For non-teaching members of the Ordinary Faculty, consistent demonstration of outstanding
1027 performance of professional responsibilities must be documented.
- 1028 b. **Scholarship.** Evidence of continuing scholarly development and performance of scholarly responsibilities.
1029 Scholarship may be reflected in a range of professional and intellectual activities depending on the faculty
1030 member's discipline and as described in the applicable department tenure and promotion guidelines. These
1031 activities will be considered collectively to be the scholarship product. These activities may include scholarly
1032 work completed prior to employment at Providence College but must include tangible scholarship product(s)
1033 completed as a member of the Providence College faculty unless the candidate was appointed to the College

- 1034 with tenure and promoted rank.
1035
1036 Tangible scholarly products that constitute evidence of scholarship:
1037 1. demonstrate a high level of discipline related expertise;
1038 2. have been shared with the relevant scholarly community; and
1039 3. have undergone positive objective peer review, evidenced by juried evaluation of creative work,
1040 and/or refereed evaluation of publications and presentations.
- 1041 c. **Service.** Evidence of continuing performance of service responsibilities to the department and in one or more
1042 of the following areas:
1043 1. Service to the College;
1044 2. Service to an academic discipline;
1045 3. Service to the community;
1046 4. Effective advising and mentoring.
- 1047

1048 **3.5.4 The Process for Tenure with Promotion to Associate Professor**

- 1049 a. **The Evaluations by the Department**
1050 1. Prior to June 1 of each academic year, the provost shall inform in writing all those probationary
1051 faculty members who are eligible for tenure consideration during the next academic year that a
1052 recommendation regarding their probationary status at the College is to be made by the Committee
1053 on Academic Rank and Tenure (CART).
1054 2. Prior to September 1, the provost presents the names of all those members of the faculty who are in
1055 their sixth year or who are otherwise eligible for tenure consideration to the appropriate department
1056 chairs.
1057 3. The faculty member shall have the opportunity to submit their dossier and other materials which
1058 they believe may be helpful to the tenure consideration. All materials shall be submitted no later
1059 than January 15 to the respective department chair and to CART through the provost.
1060 4. The department chair shall inform the tenured members in the department of the name of the
1061 probationary faculty member and shall distribute to them any materials submitted by the faculty
1062 member or provided to the department for its review. Between January 15 and February 1 at a
1063 deliberation meeting called by the chair, qualified members of the department shall discuss the
1064 probationary faculty member's qualifications for tenure and complete recommendation ballots as
1065 detailed in Appendix E. Within five (5) days of the deliberation meeting, the department chair shall
1066 inform the candidate as to whether the departmental recommendation was favorable or unfavorable
1067 in each area. The exact vote tabulation shall not be revealed to the candidate except as provided in
1068 Appendix E.2.c. Absentee ballots are precluded.
1069 5. All recommendation ballots and the deliberation report shall be forwarded to the provost, with
1070 copies to the appropriate school dean, no later than February 15.
- 1071 b. **Evaluation by the school dean**
1072 The school dean will provide a recommendation in accordance with the procedures in Appendix E.2.c.
- 1073 c. **The Recommendation by the Committee on Academic Rank and Tenure (CART)**
1074 1. The provost shall present the results of the tenure evaluations by the tenured members of the
1075 department, the submissions, if any, of the faculty member, and all pertinent information and
1076 credentials available in the faculty member's personnel file, maintained by the Office of Academic
1077 Affairs, to CART. At the discretion of CART, any materials submitted after January 15 may be
1078 considered. The faculty member shall have the option of appearing before CART to comment in
1079 support of their tenure consideration. CART shall prepare its tenure evaluation as outlined in
1080 Appendix E.
1081 2. CART shall recommend to the president the award of tenure if a candidate meets each of the
1082 following minimum standards of achievement:
1083 a. A majority of Yes votes by CART in the area of teaching;

- 1084 b. A majority of Yes votes by CART in the area of scholarship;
1085 c. A majority of Yes votes by CART in the area of service.
1086 3. CART shall recommend to the president the denial of tenure if a candidate fails to meet any of the
1087 preceding minimum standards of achievement.
1088 **d. The Tenure Decision**
1089 1. If the granting of tenure to a candidate could conflict with the existing or projected needs of the
1090 College, the school, or the concerned department, the provost shall convene a special committee
1091 composed of the provost, the chair of the concerned department, the president of the Faculty
1092 Senate, the chair of the Academic Affairs Committee of the Senate, and the vice president for
1093 finance and business. The special committee shall advise the president on the question of need for
1094 the tenured position.
1095 2. If the president decides to award tenure, the president shall send a letter to the candidate no later
1096 than June 1 stating that the College intends to offer the faculty member a contract for the
1097 subsequent year conferring tenure and (if the rank has not already been achieved) promotion to
1098 Associate Professor upon the faculty member.
1099 3. If the president decides not to award tenure, the president shall send a letter to the faculty member
1100 stating that the College intends to offer the faculty member a contract for the subsequent year,
1101 which constitutes a final year of appointment. In the event that tenure is denied because of need, the
1102 president shall so inform the faculty member in writing. In the event that tenure is denied for
1103 reasons other than need, the candidate may request from the provost the reasons which led to the
1104 decision.
1105 **e. Petition for Review**
1106 If the faculty member considers that denial of tenure involves a violation of academic freedom, or inadequate
1107 consideration by the department or CART, then the faculty member may petition for a review according to
1108 the Grievance Procedures in Appendix G.

1109

1110 **3.5.4.1 The Process for Tenure with Promotion to Associate Professor in Cases of Joint Appointment**

- 1111 **a. The Evaluations by the Department**
1112 1. Prior to June 1 of each academic year, the provost shall inform in writing all those probationary
1113 faculty members who are eligible for tenure consideration during the next academic year that a
1114 recommendation regarding their probationary status at the College is to be made by the Committee
1115 on Academic Rank and Tenure (CART).
1116 2. Prior to September 1, the provost presents the names of all those members of the faculty who are
1117 in their sixth year or who are otherwise eligible for tenure consideration to the appropriate
1118 chairs/directors of the primary and secondary units.
1119 3. The faculty member shall have the opportunity to submit their dossier and other materials which
1120 they believe may be helpful to the tenure consideration. All materials shall be submitted no later
1121 than January 15 to the respective department chair and to CART through the provost.
1122 4. The department chair shall inform the eligible deliberators from each academic unit, as
1123 established by the memorandum of agreement, of the name of the probationary faculty member and
1124 shall distribute to them any materials submitted by the faculty member or provided for review.
1125 Between January 15 and February 1 at a deliberation meeting called by the chair of the primary
1126 unit, eligible deliberators shall discuss the probationary faculty member's qualifications for tenure
1127 and complete recommendation ballots as detailed in Appendix E. Within five (5) days of the
1128 deliberation meeting, the department chair shall inform the candidate as to whether the
1129 departmental recommendation was favorable or unfavorable in each area. The exact vote tabulation
1130 shall not be revealed to the candidate except as provided in Appendix E.2.e. Absentee ballots are
1131 precluded.
1132 5. All recommendation ballots, the deliberation report of each academic unit shall be forwarded to
1133 the provost, with copies to the appropriate school dean, no later than February 15.
1134 **b.. Evaluation by the School Dean**

- 1135 The school dean will provide a recommendation in accordance with the procedures in Appendix E.2.c.
1136 **c. The Recommendation by the Committee on Academic Rank and Tenure (CART)**
1137 1. The provost shall present the results of the tenure evaluations by the chair(s)/director and the
1138 eligible members of the department(s)/program, the submissions, if any, of the faculty member, and
1139 all pertinent information and credentials available in the faculty member's personnel file,
1140 maintained by the Office of Academic Affairs, to CART. At the discretion of CART, any materials
1141 submitted after January 15 may be considered. The faculty member shall have the option of
1142 appearing before CART to comment in support of their tenure consideration. CART shall prepare
1143 its tenure evaluation as outlined in Appendix E.
1144 2. CART shall recommend to the president the award of tenure if a candidate meets each of the
1145 following minimum standards of achievement:
1146 a. A majority of Yes votes by CART in the area of teaching;
1147 b. A majority of Yes votes by CART in the area of scholarship;
1148 c. A majority of Yes votes by CART in the area of service.
1149 3. CART shall recommend to the president the denial of tenure if a candidate fails to meet any of
1150 the preceding minimum standards of achievement.
1151 **d. The Tenure Decision**
1152 1. If the granting of tenure to a candidate could conflict with the existing or projected needs of the
1153 College, the school, or the concerned department, the provost shall convene a special committee
1154 composed of the provost, the chair of the concerned department, the president of the Faculty
1155 Senate, the chair of the Academic Affairs Committee of the Senate, and the vice president for
1156 finance and business. The special committee shall advise the president on the question of need for
1157 the tenured position.
1158 2. If the president decides to award tenure, the president shall send a letter to the candidate no later
1159 than June 1 stating that the College intends to offer the faculty member a contract for the
1160 subsequent year conferring tenure and (if the rank has not already been achieved) promotion to
1161 Associate Professor upon the faculty member.
1162 3. If the president decides not to award tenure, the president shall send a letter to the faculty
1163 member stating that the College intends to offer the faculty member a contract for the subsequent
1164 year, which constitutes a final year of appointment. In the event that tenure is denied because of
1165 need, the president shall so inform the faculty member in writing. In the event that tenure is denied
1166 for reasons other than need, the candidate may request from the provost the reasons which led to
1167 the decision.
1168 **e. Petition for Review**
1169 If the faculty member considers that denial of tenure involves a violation of academic freedom, or inadequate
1170 consideration by the department or CART, then the faculty member may petition for a review according to
1171 the Grievance Procedures in Appendix G.

1172 **4.0 Faculty Rights and Responsibilities**

1173 **4.1 Academic Freedom**

1174 Providence College endorses and supports the *1940 Statement of Principles on Academic Freedom and Tenure* of the
1175 American Association of University Professors and the Association of American Colleges. (See *Policy and*
1176 *Informational Documents for the Faculty of Providence College.*) Faculty members should understand the *1940*
1177 *Statement* in the light of the statement in this Faculty Handbook that acceptance of the contract shall be deemed to
1178 include acceptance of the Mission Statement and the Statement of the Objectives of the College. The faculty member is
1179 entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their
1180 other academic duties; but research for pecuniary return should be based upon an agreement in writing with the provost
1181 or a College-approved grant. The faculty member is entitled to freedom in the classroom in discussing their subject, but
1182 they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.
1183 The College faculty member is a citizen, a member of a learned profession, and representative of an educational

1184 institution. When they speak or write as a citizen, they should be free from College censorship or discipline.
1185 Nevertheless, their special position in the community imposes special obligations. As a person of learning and as an
1186 educational officer, they should remember that the public may judge their profession and the College by their
1187 utterances and behavior. Hence, they should at all times be accurate, should exercise appropriate restraint, should show
1188 respect for the opinions of others, and should make every effort to indicate that they are not a College spokesperson.

1189 4.2 Professional Responsibilities

1190 4.2.1 General Responsibilities

1191 The items listed under this heading are specifically those generally described as "the responsibilities and obligations of
1192 faculty members at the College" on all contracts for teaching services. Acceptance of the teaching contract includes
1193 acceptance of these responsibilities.

- 1194 a. **Basic Responsibilities of Faculty.** Contracts of employment for faculty require the fulfillment of basic
1195 responsibilities in accordance with standards for professional ethics and collegiality as described in Appendix
1196 H. These basic responsibilities include acceptance of the Mission Statement and the Statement of Objectives
1197 of the College, adherence to College policies, and performance of activities associated with teaching,
1198 scholarship, and service.
- 1199 b. **Familiarity with Official Publications.** Faculty members are expected to be familiar with academic rules,
1200 regulations, and requirements as outlined in the publications of the College. These publications include, but
1201 are not limited to, this *Faculty Handbook*, the *Undergraduate Catalog*, and policies as promulgated by the
1202 College. Knowledge of the Catalog is critical in the formal process of academic advisement and is important
1203 in assisting and guiding students on a daily basis.
- 1204 c. **Adherence to College Policies.** Faculty are expected to adhere to official College policies as published in
1205 this *Faculty Handbook*, the *Undergraduate Catalog*, or as otherwise promulgated by the College. The
1206 College assumes responsibility to make copies of this *Faculty Handbook* and the *Undergraduate Catalog*
1207 available to all faculty.
- 1208 d. **Professional Conduct.**
- 1209 1. *Professional Ethics.* The specific language of the American Association of University Professors
1210 "Statement on Professional Ethics" set forth in Appendix H is incorporated herein and compliance
1211 therewith is an obligation of all faculty in the performance of their duties and responsibilities for
1212 the College.
- 1213 2. *Plagiarism.* The specific language of the American Association of University Professors
1214 "Statement on Plagiarism" set forth at Appendix P is incorporated herein and compliance therewith
1215 is an obligation of all faculty in the performance of their duties and responsibilities for the College.
- 1216 e. **Faculty Attendance at Academic Functions.** Unless officially excused by the provost, all members of the
1217 Ordinary Faculty are expected to attend all formal academic exercises of the College in appropriate academic
1218 attire. Academic exercises include, but are not necessarily limited to, the Convocation at the beginning of Fall
1219 Semester and the Awards Ceremony and Commencement at the end of Spring Semester. Faculty are expected
1220 to attend and to participate in all general and department faculty meetings.
- 1221 f. **Participation in Political Activity.**
- 1222 Faculty members, in the exercise of their rights as citizens to participate in political affairs, are expected to
1223 respect their responsibility to dissociate such activity from any implication of endorsement by the College.
1224 Either as individuals or as groups, faculty members have the responsibility to see to it that any public
1225 statements which they make do not have the appearance or give the impression of being official College
1226 pronouncements.

1227 4.2.2 Teaching Responsibilities

- 1228 a. **Priority of Good Teaching.** Providence College is primarily an undergraduate institution in which the major
1229 responsibility of faculty members is to do effective teaching and to give priority at all times to the academic

1230 development of their students. Since teaching and productive scholarship are interrelated, it is expected that
1231 members of the faculty shall engage in scholarship with a view to improving their teaching as well as their
1232 professional competence.

1233 b. **Faculty Office Hours.** Each full-time faculty member shall hold appropriate and regular office hours. Office
1234 hours shall be posted and shall be on file with the department office.

1235 c. **Course Syllabi.** Each faculty member is responsible for designing and distributing to students and filing with
1236 the concerned department a clear and concise plan for learning.

1237 d. **Primacy of Classroom Time.** Classes shall begin on time and continue until the designated ending time.

1238 e. **Faculty Absences and Cancellation of Classes.** A faculty member who by reason of illness or because of an
1239 emergency cannot meet their classes should, if possible, immediately inform the chair of their department or
1240 the Student Success Center. In such cases it shall be the responsibility of the department chair to arrange for a
1241 substitute, or in situations where this is not immediately possible, to inform the students concerned. If for any
1242 reason the chair should not be available, this responsibility shall be assumed by the Office of Academic
1243 Affairs.

1244 f. **Changes in Class Schedule.** No faculty member is permitted to change the class schedule assigned
1245 preceding the beginning of each semester. A request for such a schedule change may be submitted by the
1246 faculty member prior to the start of the new semester to the department chair, who may request such a change
1247 from the Office of the Registrar.

1248 g. **Care and Control of Classrooms/Technologies.** Assignment and changes of all classrooms are the
1249 responsibility of the Office of the Registrar. All requests for assignment and/or changes shall be submitted by
1250 the department chair to the Office of the Registrar. No one is authorized to change the location of their class
1251 without prior approval of the Office of the Registrar. Classrooms are assigned to each faculty member
1252 according to the size of the class and the nature of the course. Faculty members shall report any physical
1253 damage found in classrooms and report any missing furniture. Requests for podia, chairs, etc. should be
1254 channeled through the Office of the Registrar. Smoking is not permitted in any classroom. No faculty
1255 member may install hooks, screens, bulletin boards, etc., or store materials in any classroom.

1256 h. **Administrative Regulations and Instructional Procedures.** Members of the faculty are expected to
1257 observe the following:

1258 1. *Class Rosters.* Faculty members shall not allow unauthorized students in their classrooms. For each
1259 section of an assigned course, the faculty member has access to a class roster of all students
1260 registered for that section. A student shall not be permitted to attend the course if their name does
1261 not appear on the roster unless they can present official documentation for enrollment in the course.
1262 Each student is provided with a course schedule. All questions concerning the accuracy of a
1263 student's registration should be directed to the Office of the Registrar (Academic Scheduling and
1264 Registration).

1265 2. *Final Assessments.* All faculty members are expected to familiarize themselves with the final
1266 assessment schedule published by the Office of the Registrar for each semester. Faculty are to
1267 assign final assessments commensurate to the number of credits earned in the course and in
1268 accordance with the federal definition of a credit hour. Specifically, three (3) hours of work should
1269 be expected for each credit hour being earned (i.e., the final assessment for a 3-credit course should
1270 require at least nine (9) hours to prepare for and/or complete). Final assessments must be due or
1271 conducted at the time designated. No change may be made with respect to the hour of these
1272 assessments without the written permission of the dean of undergraduate and graduate studies and
1273 authorization from the Office of the Registrar (Academic Scheduling and Registration). In no
1274 circumstances shall a final assessment be rescheduled to the College-designated reading period or
1275 outside of the final assessment period. Individual students may be given permission by the course
1276 instructor to take the final assessment at another time because of illness or some other sufficiently
1277 serious reason.

1278 3. *Other Examinations and Quizzes.* Students have both a right and an obligation to make up an
1279 examination if the examination is announced at least one (1) week before its administration and the
1280 examination is considered as taking up 50 minutes of class time under the following conditions: if
1281 the student presents serious and verifiable reason for not taking the examination, either prior to the
1282 examination or within three (3) calendar days after its administration. In cases of announced
1283 quizzes of less than full class time, a student has the right and the obligation to consult with their

- 1284 instructor either prior to the quiz or within three (3) calendar days after its administration regarding
1285 a possible make-up. Whether or not such a make-up is to be given is determined by the instructor,
1286 but the student retains the right to appeal to the department chair, whose decision is final.
1287 4. *Grading System.* All faculty members are expected to follow College regulations concerning the
1288 proper determination and recording of grades. These regulations are outlined in the *Undergraduate*
1289 *Catalog.*
1290 5. *Grade Reports.* Faculty are to submit semester grades to the Office of the Registrar no later than
1291 three (3) business days after the date of each Final Examination. Mid-semester grades are to be
1292 submitted to the Office of the Registrar no later than one week following the mid-semester date as
1293 published in the official academic calendar.
1294 i. **Academic Advisement.** Before the beginning of classes, all incoming students are assigned an advisor by the
1295 department chair or the director of academic advising. Major functions of academic advising include:
1296 1. Providing students with information on policies, procedures, and programs;
1297 2. Assisting students in choosing educational and career objectives commensurate with their interests
1298 and abilities;
1299 3. Assisting students in exploring the possible short and long-range consequences of their choices;
1300 4. Making students aware of the wide range of services and educational opportunities that may be
1301 pertinent to their educational objectives;
1302 5. Helping with the selection of courses to meet curricular and graduation requirements during pre-
1303 registration for subsequent semesters; and
1304 6. Checking the academic progress of students.
1305 j. **Restriction on Private Tutoring.** Members of the faculty shall not do any private tutoring of Providence
1306 College students for compensation.

1307 4.2.3 Scholarly Responsibilities

- 1308 a. **Teaching and Scholarship.** Since teaching and productive scholarship are interrelated, it is expected that
1309 members of the faculty shall engage in scholarship with a view to improving their teaching as well as their
1310 professional competence.
1311 b. **Professional Growth and Development.** Membership and active participation in learned societies,
1312 representing the College in professional meetings, and actively seeking research opportunities are
1313 responsibilities of all faculty members that relate directly to their professional growth and effectiveness in
1314 working with their students. Professional growth may include the following:
1315 1. Service on state, regional, and national committees or panels;
1316 2. Attendance at updating workshops, seminars, short courses and institutes;
1317 3. State, regional, or national offices or other positions in learned or professional societies;
1318 4. Travel related to one's field of teaching, research, or creative activity;
1319 5. Performance or exhibitions before local, state, regional, or national groups;
1320 6. Publications, presentations or papers delivered before learned societies or conventions.
1321 c. **Grant Applications.** The Office of Sponsored Research and Programs is prepared to assist faculty members
1322 in the preparation of grant applications. All faculty are strongly urged to investigate opportunities for grant
1323 support. All grant proposals must be cleared through the provost before being submitted to potential granting
1324 agencies. The College's Grant Administration Policy is set forth in the *Policy and Informational Documents*
1325 *for the Faculty of Providence College.* The College provides institutional support grants for faculty research
1326 projects. These are administered through the Committee on Aid to Faculty Research. Application information
1327 is distributed to the faculty annually by the chair of that committee.
1328 d. **Academic Growth and Development.** A faculty member shall not enroll in a formal program of study
1329 leading to a certificate, diploma, or degree during the academic year without prior written consent of the
1330 provost.

1331

1332 4.2.4 Service Responsibilities

- 1333 a. **Service to the College.** Service to the College may include but is not limited to performance of
1334 administrative tasks, committee assignments, participation in College activities, advising student
1335 organizations, performance of public relations functions, and/or student recruitment.
- 1336 b. **Committee Assignments.** Members of the Ordinary Faculty are expected to contribute to the academic
1337 improvement of the College by serving on those committees which relate to their department or to the general
1338 growth and development of the College in the pursuit of their stated objectives.
- 1339 c. **Other Assignments.** Members of the Ordinary Faculty may be assigned additional responsibilities within
1340 their department, and/or within the College. These may include, but are not limited to student advisement,
1341 advisor to student organizations, special projects, or special committees.
- 1342 d. **Advisors for Student Activities.** Faculty members who accept the responsibility of acting as advisors to
1343 student clubs and activities are performing a service of great importance to the College. They should
1344 recognize that such student clubs and activities are experiences in which undergraduates should gain a sense
1345 of responsibility. Consequently, wherever possible, faculty advisors should allow the students to carry the
1346 routine responsibilities for the operation of the club or activity. It is most important, however, for faculty
1347 advisors to keep a periodic check on the fiscal affairs of student clubs or activities with which they are
1348 associated. Faculty advisors are required to make a report to the vice president for student affairs each
1349 semester concerning the club's program and fiscal status. Members of the faculty who are working with
1350 student editors on publications must be aware of the need to exercise a prudent supervision over editorial
1351 policies which may affect the public image of the College. When faculty advisors are associated with
1352 students in planning social activities, they should make certain the students are fully aware of the College
1353 regulations governing such events and take all reasonable measures to arrange for the students concerned to
1354 see that these regulations are respected. Faculty advisors must not authorize student organizations to engage
1355 in activities that are contrary to law or College policy nor are faculty advisors authorized to participate in any
1356 such activities. The general responsibilities of faculty advisors for student activities should:
- 1357 1. provide continuity for the organization from year to year;
 - 1358 2. help the officers plan and manage a program that will achieve the objectives of the club or
1359 organization;
 - 1360 3. attend the regular meetings of their group;
 - 1361 4. endeavor to have the organization contribute to the spirit and objectives of the College;
 - 1362 5. be present during the entire length of any function sponsored by the group, unless suitable faculty
1363 substitutes have been arranged;
 - 1364 6. encourage individual student development within the framework of the club or organization;
 - 1365 7. channel all publicity releases through the Office of Media and Community Relations.

1366 4.3 Faculty Workload

- 1367 a. The teaching load of full-time faculty is usually nine (9), but sometimes 12, credit hours per semester. The total
1368 number of credit hours assigned per semester shall not exceed 12 and the total number of separate course preparations
1369 per academic year shall not exceed six (6).
- 1370 b. The assignment of teaching workloads shall be made by the chair in consultation with the faculty member.
- 1371 c. It is the chair's responsibility to assure that equitable workload assignments are made within the department with due
1372 regard to the guidelines contained herein.
- 1373 d. The following factors shall usually be considered in the determination of individual teaching loads:
- 1374 1. Difficulty of courses, with particular attention to:
 - 1375 a. the number of students;
 - 1376 b. the number of course preparations in the academic year;
 - 1377 c. the introduction of a new course or the substantial revision of an existing course;
 - 1378 d. the number and nature of required assignments and examinations.
 - 1379 2. Modes of instruction which do not fit the usual lecture recitation pattern, e.g. laboratory instruction, studio
1380 courses, research and independent studies courses.

- 1381 3. Evidence of active involvement in scholarly projects and research beyond that normally expected of keeping
1382 current in one's field, e.g. activity ultimately directed toward scholarly papers and presentations.
1383 4. Evidence of significant college service or community service, provided it is consistent with the faculty
1384 person's academic discipline and is offered without compensation.
1385 5. Particular needs of the department that may arise from time to time such as the absence of faculty for illness.

1386 e. A department chair shall be entitled to a teaching load reduction equivalent to at least three (3) credit hours per
1387 academic semester but not reduced to a total less than three (3) credit hours per academic semester.

1388

1389 f. For purposes of teaching load assignments, two (2) lectures and two (2) seminars of Development of Western
1390 Civilization (excluding those offered through the Liberal Arts Honors Program) shall be considered the equivalent of
1391 six (6) credit hours.

1392 g. While affirming the right of the department chair to assign a 12 credit hour load to a faculty member when
1393 circumstances warrant such an assignment, the College also recognizes that a nine (9) credit hour teaching load is both
1394 a more typical and more desirable teaching assignment. While the maximum number of separate course preparations
1395 shall not exceed six (6) per academic year, the desirable number of separate course preparations is five (5) per
1396 academic year. The school dean has the authority to assure that the teaching workloads within each department are in
1397 conformity with the guidelines contained herein, to require justification for any unusual deviations, to have final
1398 authority, in consultation with the provost, in assigning teaching workloads in cases that are in dispute, and to
1399 determine, in consultation with affected faculty and appropriate chairs and program directors, workload allocations for
1400 team-taught courses.

1401 **5.0 Faculty Benefits**

1402 **5.1 Faculty Scholarships**

1403 Annual scholarships covering tuition and special course fees shall be awarded to such sons, daughters, and spouses of
1404 tenured faculty members as fulfill the admissions requirements of Providence College. The annual renewal of such
1405 scholarships shall be contingent upon the recipient's continuing in good academic standing and the faculty member's
1406 continued employment at the College. Sons, daughters, and spouses of deceased tenured faculty members who were
1407 members of the faculty at the time of death are entitled to receive this benefit. Sons, daughters, and spouses of retired
1408 tenured faculty members who were members of the faculty at the time of their retirement are entitled to receive this
1409 benefit. Sons, daughters, and spouses of disabled tenured faculty members who were members of the faculty at the time
1410 of their disability are entitled to receive this benefit. The aforementioned qualified faculty member may apply for a
1411 tuition exchange scholarship benefit to the extent available through the Tuition Exchange Committee. It should be
1412 noted that laboratory and studio fees are waived for those receiving faculty scholarships in the regular undergraduate
1413 programs of the College. All other fees and charges must, however, be paid in full. All members of the Ordinary
1414 Faculty, the retired tenured faculty, and the disabled tenured faculty are entitled to a full remission of tuition for courses
1415 in the regular undergraduate program; and half remission of tuition for courses in graduate programs. Immediate family
1416 members of tenured faculty are eligible for full graduate school tuition remission.

1417 **5.2 Leaves Of Absence**

1418 Applications for leaves of absence or release time, which may be granted to members of the faculty for a variety of
1419 professional or personal reasons, shall be reviewed by the department chair, who shall forward such applications to the
1420 school dean. School deans, upon endorsing the request, will forward it to the provost who, in consultation with the
1421 school dean, will approve or deny the request. The provost may authorize replacement faculty in consultation with the

1422 school dean. The College policies regarding extended sick leave, maternity leave, and childcare leave for full-time
1423 faculty members, including coverage under the long-term disability insurance plan, are set forth in the *Policy and*
1424 *Informational Documents for the Faculty of Providence College.*

1425 **5.3 Sabbatical Leaves and Pre-Tenure Research Leaves**

1426 a. Sabbatical leave for the purpose of professional development is considered an integral part of the College's
1427 fulfillment of its educational mission. All determinations for eligibility are based upon the academic year, rather than
1428 the calendar year.

- 1429 1. Probationary members of the faculty are eligible to apply for a single one semester pre-tenure research leave
1430 after a minimum of three (3) years of service as a member of the Ordinary Faculty. As detailed in Appendix
1431 A, faculty may be awarded credit towards the term of their probationary period. The amount of time applied
1432 (one (1) or two (2) years) is included in the determination of eligibility for pre-tenure research leave.
- 1433 2. Tenured members of the Ordinary Faculty are entitled to apply for a sabbatical leave after intervals of no
1434 fewer than six (6) years of service as members of the Ordinary Faculty.

1435 b. Normally, eligible faculty should submit applications for a pre-tenure research leave or for a sabbatical leave,
1436 including a proposed plan for activities leading to professional development, to their department chair. Professional
1437 development includes any activity whose purpose is to enhance the teaching and scholarship mission of the College and
1438 of the individual faculty member.

1439 Applications shall be submitted by October 15 of the year preceding the academic year for which such leave is
1440 requested. The department chair, after reviewing the application and accompanying proposal, shall forward these
1441 documents to the school dean by November 1; the dean shall make a decision on this matter by November 15.

1442 c. Should a request for a sabbatical leave be denied:

- 1443 1. The faculty member shall receive written explanation, based on professional development considerations.
- 1444 2. If the faculty member is dissatisfied with the explanation, they may appeal the decision as a minor grievance
1445 according to Appendix G.

1446 d. Should the request for a sabbatical leave or pre-tenure leave be approved:

- 1447 1. For tenured members of the Ordinary Faculty, the sabbatical leave shall be granted for two (2) semesters of
1448 an academic year at half salary, or for one (1) academic semester at full salary. For probationary faculty
1449 members, only the one (1) semester option is allowed for the pre-tenure research leave. Full fringe benefits
1450 shall be continued during the leave. Full fringe benefits means that all benefits shall be provided and will be
1451 calculated on the basis of the salary the faculty member would have received had they not been on sabbatical
1452 leave or the pre-tenure research leave. Further, the faculty member is entitled to all rights and privileges
1453 stated in this *Faculty Handbook* for faculty members not on leave, including the eligibility to request funds
1454 for professional travel and research funds from the Committee on Aid to Faculty Research.
- 1455 2. A replacement to cover the faculty member's teaching duties shall be provided where necessary. This
1456 decision shall be made by the provost after consultation with the school dean and department chair.
- 1457 3. Prior to the mid-semester date after the completion of the leave, the faculty member shall submit a full
1458 written report to their department chair and to the school dean, if applicable.

1459 e. An administrator who is a member of the Ordinary Faculty whose contract contains no specific provisions for
1460 teaching may be granted a sabbatical leave under administrative procedures.

1461 f. An administrator who is a member of the Ordinary Faculty and whose contract contains specific provisions for
1462 teaching may be granted a sabbatical under the usual procedures with the recommendation of their supervisor. Such a
1463 sabbatical shall be pro-rated for the amount of time specified in the contract for teaching (or any other position that
1464 carries faculty status).

1465

1466 g. A faculty member who holds a part-time administrative position, e.g., dean, department chair, program director,
1467 would be considered on the same basis as a full-time teaching faculty member.

1468

1469 h. Administrative duties, or other college or departmental responsibilities, might necessitate a faculty member's
1470 delaying a sabbatical. In those instances, adjustments to the sabbatical clock may be made with the approval of the
1471 faculty member, relevant school dean, and provost.

1472 **5.4 Faculty Exchange Policy**

1473

1474 a. A tenured member of the Ordinary Faculty may, where appropriate, initiate a process leading to a faculty exchange
1475 with another accredited institution of higher education of equivalent standing. Such exchanges which offer an option
1476 for faculty development shall normally be granted for one (1) contractual year. In all cases such exchanges shall be a
1477 direct one-for-one exchange where the incoming faculty member shall assume the duties of the Providence College
1478 faculty member as prescribed by the department chair. All incoming exchange appointments must be recommended by
1479 the Committee on Academic Rank and Tenure (CART). It is expected that the incoming faculty member shall possess
1480 rank and experience equivalent to the outgoing faculty member and that the incoming faculty member shall accept the
1481 educational objectives of the College and the responsibilities and obligations of faculty members at the College as set
1482 forth in this *Faculty Handbook*. All contractual compensation (salaries, fringe benefits) remains the responsibility of
1483 the home institution, though the salary payment must be processed through the appropriate financial office of the host
1484 institution under the guidelines, both administrative and legal, of the host institution.

1485

1486 b. Eligible faculty shall submit an application for a faculty exchange, including proposed assignments for the incoming
1487 faculty member, as well as the professional development benefits expected to accrue to the submitting faculty member,
1488 to the department chair. Applications shall be submitted prior to December 15 of the year preceding the academic year
1489 for which such leave is requested. The department chair, after reviewing the application and the accompanying
1490 proposal, shall within 10 business days forward these documents to the school dean, who shall make a decision on this
1491 matter within 10 business days.

1492

1493 c. A request for faculty exchange may be denied by the department chair or the school dean on the basis of professional
1494 development considerations, needs of the department or needs of the College as determined by the department chair or
1495 the school dean.

1496

1497 d. The specifics of any agreement between the exchange institutions shall be made according to a format approved by
1498 Providence College and the letter of agreement shall be prepared by and executed through the Office of Academic
1499 Affairs.

1500

1501 e. The College may participate in exchange program consortia that are consistent with the guidelines and intent of this
1502 policy.

1503 **5.5 Professional Travel Expenses**

1504 a. The College's policy on travel set forth in the *Policy and Informational Documents for the Faculty of Providence*
1505 *College* is applicable for all travel using College funds. The College aids faculty members in meeting travel expenses
1506 involved in attendance at professional meetings under certain conditions. It also reimburses them for expenditures
1507 resulting from travel on official business of the College.

1508 Faculty members may use grant or contract funds for travel in accordance with the provisions of the grant or contract
1509 and of the corresponding budget.

1510

1511 b. All requests for travel expenses to be paid by the College must be authorized in advance of travel and shall proceed
1512 through these channels: the department chair, the Office of Academic Affairs. If approved, a written authorization shall
1513 be sent to the faculty member and the department chair within 10 business days.

1514

1515 c. The following regulations shall be observed:

- 1516 1. Authorized travel expenses shall normally be charged to the department travel budget, unless they relate to
1517 items covered under the budget of another administrative unit, e.g., the Office of Academic Affairs.
- 1518 2. Normally no faculty member should receive full travel expenses more than **three** (3) times in any fiscal year.
- 1519 3. Full travel expenses shall be authorized within annual budget guidelines:
- 1520 a. For a faculty member who presents an invited and/or contributed paper based on scholarship
1521 performed at Providence College;
- 1522 b. For the department chair who attends professional meetings for purposes of recruitment of faculty
1523 or for faculty members designated by the department chair for that purpose;
- 1524 c. For the department chair and one (1) faculty member designated by the department as its official
1525 representatives at a major professional meeting.
- 1526 4. Partial expenses may, in certain approved instances, be paid for faculty members who may wish to
1527 accompany the official representative of the department at a professional meeting. Such considerations as
1528 distance and the number of faculty involved shall affect the determination of policy in such cases.

1529 **5.6 Professional Development Fund**

1530 Every member of the Ordinary Faculty will be eligible for reimbursement of up to established limits of personal
1531 professional discretionary development expenditures for items that have not been previously reimbursed by the
1532 College.

1533 **5.7 Financial Aid**

1534 Faculty members are entitled to make use of a small loan fund provided by the College to aid them in meeting
1535 emergency situations. Those with three (3) or more years of service may, under certain circumstances, apply for an
1536 appropriate recommendation from the College to support their applications to banks for home mortgages.

1537 The College is prepared to aid faculty members in bearing the costs of scholarly publications from which no
1538 remuneration is to be received by the author. Such aid will not be given if the publication is intended for sale. The costs
1539 of preparing and/or publishing doctoral dissertations will not be supported by the College in the case of salaried faculty
1540 members engaged in completing their graduate work.

1541 All applications for the types of aid described above must be approved by the provost and, if approved, shall be sent to
1542 the vice president for finance and business and the treasurer for approval and processing.

1543 **5.8 Insurance Plans**

1544 Descriptive overviews of the health, dental, life insurance, flexible benefits, and long-term disability plans of the
1545 College are provided in the *Policy and Informational Documents for the Faculty of Providence College*.

1546 **5.9 Retirement and Savings Plans**

1547 Descriptive overviews of the retirement and tax-deferred savings plans of the College are provided in the *Policy and*
1548 *Informational Documents for the Faculty of Providence College*.

1549 **5.10 Social Security**

1550 Faculty members employed by the College participate in the Federal Social Security program under the usual
1551 conditions prescribed by law.

1552 **5.11 Athletic Facilities and Tickets**

1553 Full-time and emeriti faculty are entitled to a fitness center membership. Retired faculty are eligible to purchase a
1554 fitness center membership. Ordinary faculty are eligible for discounts in the bookstore and Alumni Cafeteria as well as
1555 to athletic events on preferential dates.

1556 **5.12 Vacations**

1557 Professional personnel who are members of the Ordinary Faculty are entitled to 22 business days vacation with salary
1558 during the contract year.

1559 **Appendices**

- 1560 • Appendix A - Recruitment and Appointment of Faculty
- 1561 • Appendix B - Providence College Faculty Civility Statement
- 1562 • Appendix C - Adequate Cause for Dismissal
- 1563 • Appendix D - Discontinuance or Reduction of an Academic Program
- 1564 • Appendix E - Evaluation of Faculty for Promotion and Tenure
- 1565 • Appendix G - Faculty Grievance Procedures
- 1566 • Appendix H - Statement of Professional Ethics
- 1567 • Appendix N - Providence College Nepotism Policy
- 1568 • Appendix P - Statement of Plagiarism
- 1569 • Appendix S - Spousal Dual-Career Hire Procedures

1570 Appendix A-Recruitment and Appointment of 1571 Faculty

1572 Introduction

1573 Few decisions can influence the future of the College more importantly than the appointment of highly qualified faculty
1574 committed to the mission of the institution. The search for and appointment of such faculty is an undertaking of
1575 considerable consequence. Searches must be conducted with thorough attention to approved procedures to ensure the
1576 growth and development of the College as an educational institution with its own distinctive heritage and mission.
1577 What follows is an outline of the process that all academic departments are expected to observe in their efforts to
1578 recruit and appoint new faculty.

1579 Ordinary Faculty

1580 1. Authorization

1581 The department chair, or program director shall present to the school dean (or their designee) the department's or
1582 program's request for a faculty position. This request will ordinarily precede, or occur simultaneously with, the
1583 department's or program's budget request for the following fiscal year. If the school dean approves the request,
1584 they will forward the request to the provost for review and approval. If the position is authorized, the provost shall
1585 send formal notification to the department chair or program director.

1586 2. Advertisement of Position

1587 When the position is authorized, the department or program shall submit for the provost's approval a proposed
1588 advertisement for placement in appropriate professional journals and electronic list serves.

1589 3. Search Committee

1590 The chair, or program director, after consultation with the school dean, shall constitute a search committee, which
1591 shall consist of the chair, or other tenured faculty member acting as chair of the search, and at least three (3) other
1592 members of the department. As appropriate, the committee may also include a member of another department in
1593 the College. For interdisciplinary appointments, the search committee shall also include the program director and
1594 one other faculty member to be named by the program director.

1595 4. Search

1596 An external search shall be deemed unnecessary if any of the following conditions applies:

1597 a. Appropriate approvals are secured for the appointment of a visiting faculty member to a tenure-track
1598 position. Application of this exemption should include, in the majority view of the home department,
1599 that this candidate is highly qualified for the position and likely to be a finalist for a national search for a
1600 similar tenure-track faculty position. Only visiting faculty who were initially identified via a national
1601 search are eligible for this exemption.

1602 b. A qualified spouse of a candidate for an open faculty position may also qualify for this exemption as
1603 part of a dual-career hire, if a position is determined to be appropriate at the completion of the
1604 procedures outlined in Appendix S.

1605 c. A Dominican Friar, qualified for the position, is available.

1606 If none of these conditions apply, then an external search shall be initiated. At the time the department submits
1607 its position description, the provost shall take appropriate steps to determine if there is any member of the
1608 Dominican community who should be considered for appointment. Those steps will include the forwarding of
1609 the position description to the regent of studies and, as deadlines permit, the inclusion of the description in the
1610 *Provincial News Digest*. If the president and the provost, in consultation with the department chair, and where
1611 appropriate, a program director, determine that a Dominican Friar, qualified in the discipline, is available, the
1612 name, professional credentials and proposed rank of the Dominican Friar shall be submitted by the provost to
1613 the Committee on Rank and Tenure (CART). If an external search is to be initiated, the department shall
1614 submit to the school dean a search plan that includes the following:

- 1615 i. the deadlines that will be established for the various stages of the search process, e.g., the submission
1616 of applications and nominations, initial review of candidates, the designation of candidates for
1617 further review, the procedures to be employed in the checking of references, and the timing of on-
1618 campus interviews;
- 1619 ii. the actions that the department will take to assure the application of an adequate number of diverse
1620 and qualified individuals;
- 1621 iii. the actions the department will take to assure the application of qualified candidates who have
1622 attended Catholic schools, colleges, and/or universities and who support and foster the College's
1623 Mission and character as a Catholic and Dominican institution (e.g., letters to appropriate
1624 departments in Catholic colleges and universities);
- 1625 iv. the candidates' submission of responses to the College's Mission prior to the departmental search
1626 committee's determination of candidates to be invited to campus;
- 1627 v. the submission of the materials for three (3) candidates recommended for on-campus interviews to
1628 the provost's office prior to the extension of invitations to visit the College;
- 1629 vi. on-campus interviews with the department chair, the search committee, the school dean, the provost,
1630 and the president or his designee; and
- 1631 vii. the candidates' demonstration of effectiveness in teaching.

1632 **5. Recommendation**

1633 The search committee's recommendations concerning the finalists shall be presented to the Ordinary Faculty of
1634 the department. Ordinarily, the names of at least three (3) candidates recommended by the department for
1635 appointment shall be submitted by the department chair to the school dean. The school dean will forward hiring
1636 recommendations to the provost (as chair of CART). Candidates found unacceptable to the school dean will still
1637 be forwarded to the provost. The provost shall submit to the president a personal recommendation on the three
1638 (3) candidates. The president shall then determine which of the recommended candidates shall be presented to
1639 CART for its review and recommendation.

1640 **6. Final Selection**

1641 The president, after receiving the recommendations of the department, the school dean, the provost, and CART,
1642 shall inform the provost of his decision. The provost shall inform the department chair and CART of the
1643 president's decision. If the president decides to appoint, the provost shall negotiate an initial contract with the
1644 selected candidate. All such initial appointments shall be for one (1) academic year or less. All subsequent
1645 appointments shall be for one (1) year commencing July 1, ending June 30.

1646
1647 Time spent teaching in a full-time capacity in the rank of Assistant Professor or above at another accredited
1648 baccalaureate or graduate institution of higher learning may be credited in the calculation of the length of the
1649 probationary period. A maximum of two (2) years of credit may be applied towards the term of the probationary
1650 period. All commitments regarding the amount of credit must be given to the new faculty member in writing at
1651 the time of the initial appointment or no later than March 1 in the initial year of service at Providence College if
1652 additional time is required to verify or evaluate whether applied credit is appropriate.

1653
1654 Any change in the number of years of credit toward tenure shall be made as a written bilateral agreement prior
1655 to August 1 of the academic year in which a candidate's tenure case is scheduled to be considered.

1656 **Renewable Contingent Faculty**

1657 **1. Authorization**

1658 The department chair, or program director shall present to the school dean (or their designee) the
1659 department's or program's request for a Renewable Contingent Faculty (RCF) position. This request will
1660 ordinarily precede, or occur simultaneously with, the department's or program's budget request for the
1661 following fiscal year. If the school dean approves the request, they will forward the request to the provost for
1662 review and approval. If the position is authorized, the provost shall send formal notification to the department
1663 chair or program director.

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2. **Advertisement of Position**

When the position is authorized, the department or program shall submit for the provost's approval a proposed advertisement for placement in appropriate professional journals and electronic list serves.

3. **Search Committee**

The chair, or program director, after consultation with the school dean, shall constitute a search committee, which shall consist of the chair, or other tenured faculty member acting as chair of the search, and at least two other members of the department. As appropriate, the committee may also include a member of another department in the College. For interdisciplinary appointments, the search committee shall also include the program director and one other faculty member to be named by the program director.

4. **Search**

An external search shall be deemed unnecessary if any of the following conditions applies:

- a. Appropriate approvals are secured for the appointment of a visiting faculty member to an RCF position. Application of this exemption should include, in the majority view of the home department, that this candidate is highly qualified for the position and likely to be a finalist for a national search for a similar contingent faculty position.
- b. A qualified spouse of a candidate for an open faculty position may also qualify for this exemption as part of a dual-career hire, if a position is determined to be appropriate at the completion of the procedures outlined in Appendix S.
- c. A Dominican Friar, qualified for the position, is available.

If none of these exceptions applies, then an external search shall be initiated.

If an external search is to be initiated, the department shall submit to the school dean a search plan that includes the following

- i. the deadlines that will be established for the various stages of the search process, e.g., the submission of applications and nominations, initial review of candidates, the designation of candidates for further review, the procedures to be employed in the checking of references, and the timing of on-campus interviews;
- ii. the actions that the department will take to assure the application of an adequate number of diverse and qualified individuals;
- iii. the actions the department will take to assure the application of qualified candidates who have attended Catholic schools, colleges, and/or universities and who support and foster the College's Mission and character as a Catholic and Dominican institution (e.g., letters to appropriate departments in Catholic colleges and universities);
- iv. the candidates' submission of responses to the College's Mission prior to the departmental search committee's determination of candidates to be invited to campus;
- v. the submission of the materials for three (3) candidates recommended for on-campus interviews to the provost's office prior to the extension of invitations to visit the College;
- vi. on-campus interviews with the department chair, the search committee, the school dean, the provost, and
- vii. the candidates' demonstration of effectiveness in teaching.

5. **Recommendation**

The search committee's recommendations concerning the finalists shall be presented to the Ordinary Faculty of the department. Ordinarily, the names of at least three (3) candidates recommended by the department for appointment shall be submitted by the department chair to the school dean. The school dean will forward hiring recommendations to the provost (as chair of CART). Candidates found unacceptable to the school dean will still be forwarded to the provost. The provost shall submit to the president a personal recommendation on the three (3) candidates. The president shall then determine which of the recommended candidates shall be presented to CART for its review and recommendation.

6. **Final Selection**

The president, after receiving the recommendations of the department, the school dean, the provost, and CART, shall inform the provost of his decision.

1714 The provost shall inform the department chair and CART of the president's decision. If the president decides to
1715 appoint, the provost shall negotiate an initial contract with the selected candidate. All such initial appointments
1716 shall be for one (1) academic year or less. All subsequent appointments shall be for one (1) year commencing
1717 July 1, ending June 30.

1718 **Embedded Contingent Faculty**

1719 **1. Authorization**

1720 The department chair or program director shall present to the school dean (or designee) the department's or
1721 program's request for an Embedded Contingent Faculty (ECF) position. If the school dean approves the
1722 request, they will forward the request to the provost for review and approval. If the position is authorized, the
1723 provost shall send formal notification to the department chair or program director.

1724 **2. Search**

1725 Since the need for ECF positions often arises from unexpected circumstances, a formal search plan is not
1726 required for the appointment of ECF.

1727 **3. Advertisement of Position**

1728 When the position is authorized, the department or program shall ordinarily, in consultation with the provost,
1729 submit for the appropriate school dean's approval a proposed advertisement for placement in appropriate
1730 professional journals and/or electronic listservs.

1731 **4. Search Committee**

1732 The chair or program director shall constitute a search committee, which shall consist of the chair of the
1733 department as the chair of the search committee, or another tenured faculty member acting as chair of the
1734 search, and at least one (1) other member of the department. As appropriate, the committee may also include a
1735 member of another department in the College. For joint appointments, the search committee shall also include
1736 the program director.

1737 **5. Selection Process**

1738 The process by which a candidate will be selected must include the following:

- 1739 a.. Interview, online or in-person, with the search committee, dean of the appropriate school or their
- 1740 designee, and the provost or their designee
- 1741 b. three letters of recommendation
- 1742 c. graduate school transcripts
- 1743 d. response to the college mission

1744 **6. Recommendation**

1745 The search committee's recommendations concerning the finalists shall be presented to the Ordinary Faculty of
1746 the department. The recommendation shall then be submitted to the school dean, who will review it and
1747 determine if they will support the recommendation. The dean will then forward the hiring recommendation to
1748 the provost (as chair of CART). Candidates found unacceptable to the school dean will still be forwarded to the
1749 provost. The provost shall then determine which of the recommended candidate(s) shall be presented to CART
1750 for its review and recommendation.

1751 **7. Final Selection**

1752 The president, after receiving the recommendations of the department, the school dean, the provost, and
1753 CART, shall inform the provost of his decision. The provost shall inform the department chair and CART of
1754 the president's decision.

1755 **Visiting Faculty**

- 1756 1. **Authorization**
1757 The department chair, or program director shall present to the school dean (or designee) the department's or
1758 program's request for a visiting faculty position. If the school dean approves the request, they will forward the
1759 request to the provost for review and approval. If the position is authorized, the provost shall send formal
1760 notification to the department chair or program director.
- 1761 2. **Search**
1762 In recognition that the need for visiting faculty positions often arise from unexpected circumstance which
1763 leave an ordinary faculty unable to temporarily fulfill their duties, a formal search plan is not required for the
1764 appointment of visiting faculty.
- 1765 3. **Advertisement of Position**
1766 When the position is authorized, the department or program shall ordinarily, in consultation with the provost,
1767 submit for the appropriate school dean's approval a proposed advertisement for placement in appropriate
1768 professional journals and/or electronic list serves.
- 1769 4. **Search Committee**
1770 The chair, or program director, shall constitute a search committee, which shall consist of the chair, or other
1771 tenured faculty member acting as chair of the search, and at least one other member of the department. As
1772 appropriate, the committee may also include a member of another department in the College. For
1773 interdisciplinary appointments, the search committee shall also include the program director.
- 1774 5. **Selection Process**
1775 The process by which a candidate will be selected must include the following:
1776 a. Interview, on-line or in-person, with the search committee, dean of the appropriate school or their
1777 designee, and the provost or their designee;
1778 b. three letters of recommendation;
1779 c. graduate school transcripts;
1780 d. response to the college mission.
- 1781 6. **Recommendation**
1782 The search committee's recommendations concerning the finalists shall be presented to the Ordinary Faculty
1783 of the department. The school dean will forward hiring recommendations to the provost (as chair of CART).
1784 Candidates found unacceptable to the school dean will still be forwarded to the provost. The provost shall
1785 then determine which of the recommended candidate(s) shall be presented to CART for its review and
1786 recommendation.
- 1787 7. **Final Selection**
1788 The president, after receiving the recommendations of the department, the school dean, the provost, and
1789 CART, shall inform the provost of his decision.
1790
1791 The provost shall inform the department chair and CART of their decision.

1792 **Appendix B - Providence College Faculty Civility** 1793 **Statement**

1794 Providence College is a Catholic, Dominican, liberal arts institution committed to academic excellence in pursuit of
1795 truth, virtue, and service. Its members are confident in the appeal of reason and assert that the search for truth is the
1796 basis for dialogue with others and critical engagement with the world while welcoming people of every background
1797 and affirming their dignity.
1798

1799 As a community we are rigorously dedicated to the search for truth - Veritas, our motto and inspiration - and as such
1800 welcome diverse backgrounds and perspectives from all members of our community. We aim to cultivate an
1801 intellectual climate characterized by mutual respect and healthy disagreement. We condemn favoritism, the use of
1802 patronage, intimidation, and all forms of abuse of power. Finally, in all our interactions we should conduct ourselves
1803 without hostility, willful misrepresentation, or personal insults as we strive to become a collegial community that
1804 respects the viewpoints of all its members, even when those members disagree.
1805

1806 We expect all members of our community to embrace and promote civility while opposing all forms of devaluation of
1807 personal dignity.

1808 **Appendix C - Adequate Cause for Dismissal**

1809 Tenure is designed to protect the academic freedom of individual faculty members who have established themselves
1810 during probationary periods. Tenured faculty are expected to continue to strive for excellence in all of their
1811 responsibilities in instruction, scholarly development, and service to the College, the community, and the academic
1812 profession.

1813 Adequate cause for dismissal of tenured faculty members will be related directly and substantially to their fitness in
1814 their professional capacities as teachers and shall include, but should not be limited to, serious matters such as:

- 1815 • moral turpitude;
- 1816 • serious misrepresentation of facts by anyone accepting a faculty contract, e.g., years of teaching experience
1817 or degrees held;
- 1818 • professional incompetence, which includes failure to continue the normal and expected satisfactory teaching,
1819 scholarly development, and other services within the areas of presumed professional competence;
- 1820 • serious violation of the code of conduct set forth in this *Faculty Handbook* (Section 4.2.1.d) and
1821 • serious violation of provisions of contract;
- 1822 • serious violation of the civil rights of a student or another Providence College employee or an applicant for
1823 the status of student or employee;
- 1824 • actions that evoke condemnation by the wider academic community;
- 1825 • failure to heed repeated formal written warnings to correct deficiencies;
- 1826 • unprofessional conduct that seriously affects the functioning of the department or the College in an adverse
1827 fashion;
- 1828 • conviction or entry of plea of guilty or no contest to a felony, or a conviction or entry of plea of guilty or no
1829 contest to a misdemeanor which carries a jail term of not less than one year and/or which renders the faculty
1830 member unfit to perform the duties and responsibilities of a faculty member at Providence College.

1831 **Appendix D - Discontinuance or Reduction of an** 1832 **Academic Program**

1833 **1. Definition**

1834 The term 'program' used herein includes departments and programs, the academic organizations described in
1835 Section 2.4 and Section 2.5, respectively, of this *Faculty Handbook*.

1836 **2. Programs Identified for Discontinuance or Reduction**

- 1837 a. The program(s) identified by the provost for program discontinuance or program reduction shall be
1838 judged reasonable in light of the criteria employed in program review and, as appropriate, (1) the
1839 nature of the budgetary problem, (2) the need for a change in educational priorities, and (3) the
1840 overall contribution to the Mission of the College.
- 1841 b. The procedures set forth herein shall be followed in effecting program discontinuance or program
1842 reduction. If the discontinuance or reduction of a program entails removal of faculty members
1843 having tenure or the removal of non-tenured faculty members prior to the end of the specified term
1844 of appointment, the procedures in Section 6 shall also be followed.
- 1845 c. If a program is identified for discontinuance or reduction by the provost, a Program Discontinuance
1846 or Reduction Appeals Committee shall be appointed.

1847 **3. Program Discontinuance or Reduction Appeals Committee**

1848 The Administration and the Faculty Senate shall each appoint one (1) member from the Faculty Senate
1849 Committee on Departmental Affairs, one (1) member from the Faculty Senate Committee on Faculty Status,

1850 and one (1) member of the Ordinary Faculty at-large; the president of the Student Congress or their designee
1851 shall also be appointed. No faculty member or student from the program being reviewed for possible
1852 discontinuance or reduction shall serve on the Program Discontinuance or Reduction Appeals Committee.
1853 The Program Discontinuance or Reduction Appeals Committee shall elect its own chair.

1854 **4. Procedures for Program Discontinuance or Reduction**

- 1855 a. If a decision is made to discontinue or reduce a program, the provost shall immediately notify:
- 1856 i. each faculty member within the program individually in writing, and the students within
1857 the program by public notification that a review is under way. The notification shall
1858 inform the faculty and students within the identified program of their right to present their
1859 views to the Program Discontinuance or Reduction Appeals Committee; and
- 1860 ii. the president of the Faculty Senate, who shall announce at the next meeting of the Senate,
1861 that a review of the identified program is under way and to whom views on the identified
1862 program can be sent.
- 1863 b. The provost shall provide the Program Discontinuance or Reduction Appeals Committee and the
1864 president of the Faculty Senate a written statement of the reasons for proposing discontinuance or
1865 reduction of the program.
- 1866 c. In its review of the program, the Program Discontinuance or Reduction Appeals Committee shall
1867 consider the reasons for the proposed program discontinuance or reduction and assess the impact,
1868 including the financial and educational consequences, of any such discontinuance or reduction on:
- 1869 i. the integrity and the excellence of the academic enterprise of the College as a whole;
- 1870 ii. the academic priorities of the College as a whole in light of its goals and objectives, and
1871 the priority of the department or program when viewed in the light of the College's goals
1872 and objectives;
- 1873 iii. Faculty members who are teaching in the department or program; and
- 1874 iv. students who are pursuing a major, minor, or certificate in the department or program.
- 1875 d. The Program Discontinuance or Reduction Appeals Committee shall seek advice from related
1876 departments and programs on the short-term and long-term impact on the College without the
1877 department or program whose discontinuance or reduction is under discussion, and advice from
1878 other departments or programs that might be affected by the discontinuance or reduction of the
1879 concerned department or program.
- 1880 e. The Program Discontinuance or Reduction Appeals Committee is encouraged to hold open
1881 meetings and is expected to keep the faculty of the program being reviewed informed of its
1882 progress and meeting schedules. The Program Discontinuance or Reduction Appeals Committee
1883 shall complete its review and present its written report to the provost within 90 calendar days
1884 (excluding the period from June 1 through September 1) from its appointment.
- 1885 f. The Program Discontinuance or Reduction Appeals Committee shall keep a complete record of its
1886 proceedings and all data or documents gathered or presented to it.
- 1887 g. When the Program Discontinuance or Reduction Appeals Committee has gathered the information
1888 it believes sufficient to formulate a recommendation to the provost and the Faculty Senate, it shall
1889 announce and hold an open meeting to gather final comments and responses. Prior to the open
1890 meeting the Program Discontinuance or Reduction Appeals Committee shall prepare a brief written
1891 summary of its procedures, findings, and preliminary conclusions. At least 48 hours before its open
1892 meeting, this summary also shall be made available to each faculty member in the program being
1893 reviewed. Copies of the summary also shall be available for all who attend the meeting. Views on
1894 this summary shall be solicited at that open meeting.
- 1895 h. The Program Discontinuance or Reduction Appeals Committee shall present to the provost and the
1896 president of the Faculty Senate a written report containing a description of its procedures and the
1897 information collected, a summary of the comments at the open meeting, a statement of impacts, and
1898 its findings and recommendations on the program discontinuance or reduction.
- 1899 i. Within 30 calendar days after the Program Discontinuance or Reduction Appeals Committee's
1900 report is presented to the provost and the president of the Faculty Senate, the provost shall consider
1901 the report of the Program Discontinuance or Reduction Appeals Committee and shall announce
1902 their final recommendation to the Faculty Senate. If the provost rejects any recommendation made
1903 by the Program Discontinuance or Reduction Appeals Committee, the provost shall explain the

- 1904 nature and extent of their disagreement, if any, with each ground advanced by the Program
1905 Discontinuance or Reduction Appeals Committee to justify its recommendations.
- 1906 5. **Final Recommendations and Action by the Faculty Senate and the Provost**
- 1907 a. A decision to recommend discontinuance or reduction of a program will be made by a majority
1908 vote of the Faculty Senate, following its review of the recommendation of the Program
1909 Discontinuance or Reduction Appeals Committee. The recommendation of the Faculty Senate shall
1910 be sent to the College president.
- 1911 b. A decision to recommend discontinuance or reduction of a program by the provost shall be sent to
1912 the College president.
- 1913 c. The decision of the College president shall be final.
- 1914 6. **Removal of Faculty for Reasons of Program Discontinuance or Reduction**
- 1915 a. The removal of tenured faculty, or the removal of non-tenured faculty prior to the end of a specified
1916 term of appointment, may be affected upon program discontinuance or reduction within the
1917 College. Such removals shall be termed "removal for reasons of program discontinuance or
1918 reduction."
- 1919 b. Removal because of program discontinuance or reduction may be affected only in conformance
1920 with procedures and provisions set forth in this *Appendix*.
- 1921 c. **Notification**
- 1922 i. Each faculty member proposed by the provost for removal because of program
1923 discontinuance or reduction shall be so notified in writing by the provost immediately
1924 upon the appointment of the Program Discontinuance or Reduction Appeals Committee
1925 required under Appendix D, Section 2.c.
- 1926 ii. When the decision to discontinue or reduce a program becomes final pursuant to
1927 Appendix D, Section 5.c., and the subsequent decision is made as to which faculty
1928 members notified under Appendix D, Section 6.c.1. are to be removed, each faculty
1929 member to be removed because of program discontinuance or reduction shall be notified
1930 in writing by the president and the effective date of such removal shall be stated. No
1931 faculty member shall be removed because of program discontinuance reduction prior to
1932 the end of the academic year following the one in which a final decision is transmitted to
1933 the faculty member.
- 1934 d. When a decision has been made to discontinue or reduce a program, and it involves the termination
1935 of tenured faculty members, the College shall make every reasonable effort to place the faculty
1936 member in other College employment for which the faculty member is qualified with comparable
1937 terms of employment. In addition to the required notification period, special assignments with pay
1938 may be provided to enable the faculty member to prepare for changed employment responsibilities.
1939 Retirement incentive or the reduction of the faculty member's responsibilities from full time to part
1940 time should be considered as possibilities.
- 1941 e. The provisions that should be followed to safeguard the rights of the faculty member are as follows:
- 1942 i. When termination of appointment is based on discontinuance or reduction of program, a
1943 faculty member shall have a right of appeal as provided below in 6.f;
- 1944 ii. If it becomes necessary to reduce the number of faculty members rather than discontinue
1945 a program, the termination of tenured faculty members in the program shall be considered
1946 only after all visiting faculty, followed by probationary faculty members, have been
1947 terminated. The termination of tenured faculty members shall be selective on the basis of
1948 the academic needs of the College, and need not be determined by seniority, except that
1949 serious consideration should be given to the seniority status of the faculty member.
- 1950 f. **Appeal.** Each faculty member notified of removal for reasons of program discontinuance or
1951 reduction may appeal the removal utilizing the procedures of Appendix G. Affected faculty
1952 members may raise issues related to the criteria and the procedures used in, or applied to, the
1953 removal. Such appeals shall be made utilizing the procedures of Appendix G, Section 7.e . Appeals
1954 alleging a violation of academic freedom or discrimination shall be made utilizing the procedures
1955 of Appendix G, Section 7.a.
- 1956 g. **Reinstatement.** In the event that the academic program which has been discontinued or reduced is
1957 reinstated within a period of three years, new positions shall not be filled through normal

1958 appointment search procedures until removed faculty members qualified for the position have been
1959 offered reappointment on terms at least comparable to terms which applied to the position
1960 previously held. Such removed faculty members shall be given 30 calendar days to accept or
1961 decline an offer of reinstatement.

1962 **Appendix E - Evaluation of Faculty for Promotion** 1963 **and Tenure**

- 1964 1. Members of the ordinary faculty who are candidates for promotion and/or tenure shall be evaluated in the
1965 areas of teaching, scholarship and service. Eligible members of the candidate's department, the dean of the
1966 candidate's school, eligible members of the Committee on Academic Rank and Tenure (CART), the provost,
1967 and the president shall evaluate the candidate according to the procedures and qualifications of the applicable
1968 department, in congruence with the requirements and qualifications in this *Faculty Handbook*.
1969
- 1970 2. Evaluations of a candidate for promotion and/or tenure shall be conducted by eligible members of the
1971 candidate's department, or chair/director of both primary and secondary academic units in cases of jointly-
1972 appointed candidates, the applicable school dean and eligible members of CART. Each evaluator shall assess
1973 the candidate in each of the areas of teaching, scholarship and service. Each evaluator shall indicate, Yes or
1974 No, on a recommendation ballot whether the candidate has met the minimum standard(s) of achievement in
1975 each area.
- 1976 a. Eligible deliberators are defined in the memorandum of agreement and can consist of faculty from
1977 both the primary and secondary academic units. The eligible deliberators, including department
1978 chair or program director, where applicable, shall evaluate a candidate in each of the areas of
1979 teaching, scholarship and service. The evaluators shall complete a recommendation ballot provided
1980 by the Office of Academic Affairs. Absentee ballots are precluded. Invalid marks shall be treated as
1981 blanks.
- 1982 b. The department chair shall be responsible for collecting each eligible voter's recommendation ballot
1983 and overseeing the completion of the deliberation report as detailed in Section 2.4.2.c. The
1984 Department chair shall forward the recommendation ballots and the deliberation report to the
1985 applicable school dean.
- 1986 c. For all promotion and tenure cases, each applicable school dean must complete a personal
1987 recommendation after receiving the materials from the chair. In cases of joint appointment, if the
1988 appointment involves more than one school, each dean will write a personal recommendation. The
1989 dean reviews the materials and forms a preliminary opinion on the case. The dean will contact the
1990 department if 1) they find information submitted by the department to be lacking, and/or if 2) they
1991 anticipate writing a personal recommendation that is in disagreement with the recommendation
1992 of the majority of the department. In either case, the dean may request additional information from
1993 the eligible members of the department, including the chair, and/or a revision of the deliberation
1994 report to ensure that adequate information has been provided to guide both the dean and CART in
1995 their own deliberations. In cases where the dean requests additional information, the department
1996 chairperson and/or the relevant program director shall disclose such requests to eligible department
1997 and program deliberators. The dean need not contact the department if neither of these conditions
1998 apply. The dean then finalizes their opinion on the case and submits their own personal
1999 recommendation along with the materials supplied by the chair to the provost.
- 2000 d. Eligible members of CART shall evaluate a candidate in each of the areas of teaching, scholarship
2001 and service as described both in Section 3.5.3 for tenure, and Section 3.4.3 for promotion in this
2002 *Faculty Handbook* and in the applicable department procedures and qualifications for tenure and
2003 promotion. These evaluations shall be conducted after a discussion of only the documented
2004 evidence presented and/or definitively solicited by the candidate, the department, the applicable
2005 school dean, or solicited by one or more of them and provided to the Office of Academic Affairs.
2006 The members of CART shall be provided with the applicable department procedures and
2007 qualifications for tenure and promotion along with all materials. Any exceptions to this procedure

2008 for assessment shall be in accordance with the standards set forth by the American Association of
 2009 University Professors and the *Policy and Informational Documents for the Faculty of Providence*
 2010 *College*. The final assessment shall be conducted by secret ballot on a recommendation ballot
 2011 provided by the Office of Academic Affairs. Absentee ballots are precluded. Invalid marks shall be
 2012 treated as blanks. The chair of the committee shall designate a member to write a written
 2013 deliberation report, an account of the discussion prior to the completion of the recommendation
 2014 ballots with due consideration being given to minority opinions. The deliberation report shall be
 2015 approved by the eligible voting members of the committee within one week of the meeting. All
 2016 materials shall be included with the committee's recommendation ballots and presented to the
 2017 president of the College.

2018 e. Following the transmittal by the president of his decision regarding the promotion and/or tenure of
 2019 the concerned faculty member, the concerned faculty member may request in writing from the
 2020 provost the numerical results of the evaluations in each of the areas of teaching, scholarship, and
 2021 service submitted by the department chair—and where appropriate the academic dean or program
 2022 director—the eligible members of the candidate's department, and the eligible members of CART.
 2023 These numerical results shall be forwarded to the faculty member by the provost within 10 business
 2024 days of date of the receipt of the request for the results.

2025 Appendix G - Faculty Grievance Procedures

- 2026 1. **Purpose**
- 2027 The purpose of these procedures is to promote prompt and efficient investigation and resolution of
 2028 grievances. Whenever possible, all problems should be resolved before filing a grievance. Open
 2029 communication between administrators and faculty is encouraged so that resort to formal procedures will not
 2030 be necessary.
- 2031 2. **Definitions**
- 2032 a. **Grievance.** The term "grievance" shall mean an allegation that the grievant's employment rights
 2033 and entitlements have been adversely affected due to a violation, misapplication or
 2034 misinterpretation of College policies, regulations, or procedures.
- 2035 1. The term "major grievance" shall mean
- 2036 a. a grievance involving academic freedom, and/or inadequate consideration by
 2037 the department or the Committee on Academic Rank and Tenure (CART)
 2038 resulting in non-reappointment, denial of promotion or tenure, dismissal for
 2039 adequate cause, or
- 2040 b. a grievance involving termination because of a financial exigency or
 2041 termination because of discontinuance of a program or department not
 2042 mandated by financial exigency. (See Appendix D.)
- 2043 2. The term "minor grievance" shall mean a grievance on any other matter.
- 2044 b. **Business Day.** The term "business day" shall mean a day when the business offices of the College
 2045 are open.
- 2046 3. **Other Procedures**
- 2047 In recognition of the fact that the commitment of the College and the grievant to this process is necessary in
 2048 order to achieve its designed objectives, if the grievant seeks resolution of the subject matter of a pending
 2049 grievance in any forum or by any set of procedures other than those established here, whether administrative
 2050 or judicial, the College shall be under no obligation to proceed any further with the grievance procedures
 2051 below.
- 2052 4. **Confidentiality**
- 2053 Grievance proceedings shall be maintained as confidential subject only to the need of the grievant and the
 2054 College to comply with the processes specified herein and to present evidence concerning the grievance in
 2055 other administrative or judicial proceedings. All hearings shall be held in closed sessions.
- 2056 5. **Time Limitations**
- 2057 When any action which is required to be taken within a specified time period is not taken in time, the
 2058 following shall apply:

- 2059 a. If the grievant fails to act within the time limits provided herein, the College shall have no
2060 responsibility to process the grievance and it shall be deemed waived and dismissed.
2061 b. If the College fails to act within the time limits provided herein, the grievant may proceed to the
2062 next review level and any subsequently issued decision on the matter at the by-passed level shall be
2063 moot. Nothing in (a) or (b) above precludes extension of time limits herein contained when
2064 mutually agreed upon by the grievant and the administration.

2065 **6. Procedure for Handling a Minor Grievance**

- 2066 a. The grievant must present the grievance in writing to the department chair. If the grievance
2067 involves the department chair, then the grievant must present the grievance in writing to the
2068 provost. The grievance must be filed within 25 business days of the date on which the grievant
2069 knew or should have known of the action or condition which occasioned the grievance. The
2070 department chair or the provost, upon receiving written notice of the grievance, shall investigate the
2071 matter as deemed appropriate and respond to the grievant in writing within 20 business days of the
2072 date the grievance was filed with the department chair or the provost.
2073 b. If the grievance is not resolved (Appendix G, Section 6.a.) and the grievant desires to pursue the
2074 matter, the grievant shall file it in writing with the provost within 10 business days of the Appendix
2075 G, Section 6.a. decision. The written submission shall state the specific policy, regulation, or
2076 procedure alleged to have been misinterpreted, misapplied, or violated, and the relief requested.
2077 The provost (if they are not the subject of the grievance) shall investigate the grievance as deemed
2078 appropriate and respond to the grievant in writing to the grievant's residential address within 10
2079 business days from the date the written grievance was filed. The provost (if they are not the subject
2080 of the grievance) may investigate the grievance on their own, may assign a designee to investigate
2081 and to make a recommendation and/or may request an investigation and recommendation from the
2082 Appeals Committee of the Faculty Senate. In the event the provost is the subject of the grievance,
2083 the president of the College shall appoint a member of the administration to investigate and hear the
2084 grievance in accordance with procedures established in this appendix. At any time prior to the
2085 issuance of a decision, the provost shall hold an informal conference with the grievant in an attempt
2086 to effect a settlement. If no settlement is reached at that meeting, the provost shall proceed to issue
2087 a decision. The provost shall, within 30 business days after the grievance was filed with their
2088 office, notify the grievant of their decision. The decision shall include a statement of the findings
2089 and conclusions supporting the decision and shall be in writing to the grievant's residential address.
2090 The decision of the provost shall be final.

2091 **7. Procedure for Handling a Major Grievance**

- 2092 a. **Grievances Concerning Alleged Violation of Academic Freedom**
2093 If a faculty member alleges that a violation of academic freedom significantly contributed to a
2094 decision not to reappoint them, or a decision not to tenure them, this allegation shall be given a
2095 preliminary consideration by the Appeals Committee of the Faculty Senate. The three (3) primary
2096 functions of the Appeals Committee of the Faculty Senate in reviewing the petition are the
2097 following:
2098 1. To determine whether or not the matter on its face involves a violation of academic
2099 freedom that significantly contributed to the decision not to reappoint, or the decision not
2100 to tenure. Should the Appeals Committee so determine, the committee shall recommend
2101 that the matter shall be treated as tantamount to a dismissal of a tenured faculty member,
2102 and the faculty member shall have the opportunity to avail themselves of a hearing before a
2103 hearing board as described in Appendix G, Section 8, below. In such cases, the burden of
2104 proof rests with the faculty member.
2105 2. To seek to settle the matter by informal methods.
2106 3. To decide whether the evidence submitted in support of the petition warrants a
2107 recommendation that the matter be treated as a dismissal and subject to the formal
2108 procedures in Section 9, below.
2109 b. **Grievances Concerning Alleged Inadequate Consideration by the Department or the**
2110 **Committee on Academic Rank and Tenure**
2111 If a faculty member alleges that inadequate consideration by the department or the Committee on
2112 Academic Rank and Tenure (CART) contributed to a decision not to promote or tenure them, this

2113 allegation shall be given a preliminary grievance hearing by the Appeals Committee of the Faculty
2114 Senate. The appellant faculty member's grievance petition shall set forth, in detail, the nature of the
2115 grievance and it shall contain any factual or other data which the appellant deems pertinent to the
2116 case. Submission of the petition does not automatically entail further investigation or detailed
2117 consideration. The Appeals Committee will have the right to decide whether or not the facts merit a
2118 detailed investigation. If so, the Appeals Committee chair or the chair's designee, who shall be a
2119 member of the Appeals Committee, will appear before CART to review and discuss the Appeal
2120 Committee's report. Submission of the petition does not automatically entail further investigation or
2121 detailed consideration. The primary functions of the Appeals Committee of the Faculty Senate in
2122 reviewing the petition shall be the following:

- 2123 1. To determine whether the recommendation of the department or the CART was the result
2124 of inadequate consideration in terms of the relevant norms and standards of the College,
2125 with the understanding that the Appeals Committee shall not substitute its judgment on
2126 the merits of the case for that of CART.
- 2127 2. To request reconsideration by the department or CART when the Appeals Committee
2128 concludes that adequate consideration was not given to the faculty member's
2129 qualifications. In such instances, the Appeals Committee shall indicate the respects in
2130 which it believes the consideration may have been inadequate.
- 2131 3. To provide copies of its report and recommendations to the faculty member, the
2132 department, the school dean, CART, and the president of the College. After receiving the
2133 report and recommendations of the Appeals Committee, the department may reconsider
2134 its previous assessment of the candidate or decide to take no action. The department shall
2135 forward its decision to the school dean and CART. After receiving the report and
2136 recommendations of the Appeals Committee and the decision of the department, CART
2137 will invite the Appeals Committee chair or the chair's designee, who shall be a member
2138 of the Appeals Committee, to appear before CART to discuss the Appeals Committee's
2139 assessment, and the accompanying rationale, that there was inadequate consideration.
2140 The Appeals Committee chair (or the chair designee) will be present for the entire
2141 deliberation and vote. CART shall then report its final recommendations to the president,
2142 whose decision after receiving the reports and recommendations of both the Appeals
2143 Committee of the Senate, and CART, shall be final.

2144
2145 **c. Grievances Concerning Dismissal for Adequate Cause**

- 2146 1. A dismissal for adequate cause as defined in Appendix C shall be related directly and
2147 substantially to the fitness of the faculty member in their professional capacity. Dismissal
2148 will not be used to restrain the faculty member in their exercise of academic freedom or
2149 other rights afforded by federal, state, and local law.
- 2150 2. In cases of a recommendation of CART and/or a decision of the president to dismiss a
2151 tenured faculty member with continuous tenure or with a term or probationary
2152 appointment before the end of a specified period, said dismissal will be preceded by:
 - 2153 a. An informal meeting and discussion between the faculty member, the provost,
2154 and the department chair. At this meeting, a written statement of charges,
2155 framed with reasonable particularity by the provost, will be presented to the
2156 faculty member.
 - 2157 b. If no mutually acceptable agreement can be reached, CART shall hold a
2158 preliminary administrative hearing within the 10 business days following the
2159 informal hearing. The faculty member and all concerned parties may present
2160 such evidence and witnesses as they may deem necessary and appropriate. At
2161 the conclusion of this hearing, CART will present its findings to the faculty
2162 member, the department chair, and the president.
 - 2163 c. If these findings are not acceptable to the faculty member, the faculty member
2164 concerned shall have the right to be heard by a hearing board as outlined in
2165 Appendix G, Section 8 below.

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d. **Grievances Concerning Issues of Criteria and Procedures for Removal of Faculty by Reason of Financial Exigency**

If a faculty member removed by reason of financial exigency alleges misapplication of the established criteria and procedures used in, and applied to, the removal, this allegation shall be given a preliminary grievance hearing by the Appeals Committee of the Faculty Senate. The grievance petition shall set forth in detail the nature of the grievance and it shall contain any factual or other data which the grievant deems pertinent to the case. The Appeals Committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of the petition does not automatically entail further investigation or detailed consideration. The primary functions of the Appeals Committee of the Faculty Senate in reviewing the petition shall be the following:

1. To determine whether the removal was the consequence of the adequate and appropriate application of the criteria and procedures for removal, with the understanding that the Appeals Committee shall not substitute its judgment on the merits of the case for that of the president.
2. To request reconsideration by the president when the Appeals Committee believes evidence exists that the criteria and procedures may have been misapplied in the removal. In such instances, the Appeals Committee shall indicate the respects in which it believes the criteria and procedures may have been misapplied.
3. To provide copies of its report and recommendations to the faculty member, the school dean, the provost, CART, and the president of the College, whose decision, after receiving the report of the Appeals Committee of the Senate and any recommendation from CART, shall be final. This decision shall be presented in writing by the president to the faculty member.

e. **Grievances Concerning Issues of Criteria and Procedures for Removal of Faculty by Reasons of Program Discontinuance**

If a faculty member removed by reasons of program discontinuance, as described in Appendix D, alleges misapplication of the established criteria and procedures used in, and applied to, the removal, this allegation shall be given a preliminary grievance hearing by the Appeals Committee of the Faculty Senate. The grievance petition shall set forth in detail the nature of the grievance and it shall contain any factual or other data which the grievant deems pertinent to the case. The Appeals Committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of the petition does not automatically entail further investigation or detailed consideration. The primary functions of the Appeals Committee of the Faculty Senate in reviewing the petition shall be the following:

1. To determine whether the removal was the consequence of the adequate and appropriate application of the criteria and procedures for removal, with the understanding that the Appeals Committee shall not substitute its judgment on the merits of the case for that of the president.
2. To request reconsideration by the president when the Appeals Committee believes evidence exists that the criteria and procedures may have been misapplied in the removal. In such instances, the Appeals Committee shall indicate the respects in which it believes the criteria and procedures may have been misapplied.
3. To provide copies of its report and recommendations to the faculty member, the school dean, the provost, and CART, and the president of the College, whose decision, after receiving the report of the Appeals Committee of the Senate and any recommendation from CART, shall be final. This decision shall be presented in writing by the president to the faculty member.

8. **Hearing Board**

a. A faculty hearing board shall be established by request of the concerned faculty member to the president of the Faculty Senate and shall be established no later than 1 days after receipt of the request by the president of the Faculty Senate.

b. The hearing board shall be elected by the enfranchised members of the Ordinary Faculty at large, the election to be conducted under the auspices of the Faculty Senate. The ballot shall contain the names of the tenured members of the Ordinary Faculty in the ranks of Assistant Professor,

2220 Associate Professor, and Professor who have been associated with Providence College for at least
2221 two consecutive years immediately prior to the election. The seven faculty members having the
2222 highest number of votes in descending order shall be declared elected. Ties shall be broken by
2223 considering the faculty member with the longer service at the College to be in the higher position.
2224 A member will remove himself from the case, either at the request of a party or on their own
2225 initiative, if they deem themselves disqualified because of bias or interest. Each party (the faculty
2226 member and the president or his delegate) shall have a maximum of two challenges without stated
2227 cause. Vacancies on the hearing board resulting from disqualification, challenge without stated
2228 cause, illness, resignation, or other reason, shall be filled by selection of the faculty member(s)
2229 receiving the next higher number of votes, until the board is fully constituted.

2230 c. The chairperson of the hearing board shall be chosen from and by its members by a majority vote.

2231 9. **The Dismissal Hearing**

2232 The hearing board shall conduct the hearing according to the following:

- 2233 a. Service of hearing notice with specific charges shall be made in writing at least 20 business days
2234 prior to the hearing. The faculty member may waive a hearing or may respond to the charges in
2235 writing at any time before the hearing. If the faculty member waives a hearing but denies the
2236 charges against them or asserts that the charges do not support a finding of adequate cause, the
2237 hearing board will evaluate all available evidence and rest its recommendation upon the evidence in
2238 the record.
- 2239 b. The hearing board, in consultation with the president and the faculty member, shall exercise its
2240 judgment as to whether the hearing should be public or private.
- 2241 c. During the proceedings, the faculty member shall be permitted to have an academic advisor and
2242 may engage counsel of their own choice at their own expense.
- 2243 d. A stenographic record of the hearing or hearings shall be taken and a transcript made available to
2244 the faculty member upon request without cost.
- 2245 e. The burden of proof that adequate cause exists rests with the College and shall be satisfied by a
2246 preponderance of evidence in the record considered as a whole.
- 2247 f. The hearing board shall grant adjournments to enable either party to investigate evidence as to
2248 which a valid claim of surprise is made.
- 2249 g. The faculty member shall be afforded an opportunity to obtain witnesses and documentary
2250 evidence. Witness requests and requests for documentary evidence may be made by either party up
2251 to 15 business days prior to the hearing. The parties will have three (3) business days to object to
2252 the appearance of any witness and any documentary production request. All requests and objections
2253 must be submitted in writing to the chair of the hearing board with adequate reasons for the
2254 requests. The chair shall rule on the requests and objections thereto at least three (3) days prior to
2255 the hearing date. Requests that are granted will be honored within three (3) days of the chair's
2256 ruling.
- 2257 h. The faculty member and the administration, represented by the provost, shall have the right to
2258 confront and cross-examine all witnesses.
- 2259 i. In the hearing of charges of incompetence, the testimony may include that of qualified faculty
2260 members from this or other institutions of higher education familiar with the qualifications and
2261 performance of the grievant.
- 2262 j. The hearing board shall not be bound by strict rules of legal evidence and may admit any evidence
2263 which it deems to be of probative value in determining the issues involved.
- 2264 k. The findings of fact and the decision shall be based solely on the hearing record.
- 2265 l. Except for such simple announcements as may be required concerning the time of the hearing and
2266 similar matters, public statements and publicity about the case by either the faculty member or
2267 administrative officers shall be avoided insofar as possible until the proceedings have been
2268 completed, including consideration by the Board of Trustees. The president and the faculty member
2269 shall be notified of the decision in writing and shall be given a copy of the transcript of the hearing.
- 2270 m. If the hearing board concludes that adequate cause for dismissal has not been established by the
2271 evidence in the record, it shall so report to the president. If the president rejects the report, he shall
2272 state his reasons for doing so, in writing, to the hearing board and to the faculty member, and
2273 provide an opportunity for response before transmitting the case to the chairman of the Board of

2274 Trustees. If the hearing board concludes that adequate cause for a dismissal has been established,
2275 but that an academic penalty less than dismissal would be more appropriate, it shall so recommend,
2276 with supporting reasons. The president, based on the record, shall impose the penalty, and his
2277 decision as to the severity of penalty is final. If dismissal or other penalty is recommended by the
2278 hearing board, and the president concurs with that recommendation, then the decision of the
2279 president is final. If the president does not concur with the recommendation of the hearing board,
2280 the faculty member may appeal the president's decision in accordance with the Executive
2281 Committee of the Board of Trustees' resolution adopted September 9, 1999, and affirmed October
2282 5, 1999.

2283 10. **Suspensions**

2284 Until the final decision upon termination of an appointment has been reached, the faculty member shall be
2285 suspended, or assigned to other duties in lieu of suspension, at the discretion of the president of the College.
2286 Suspension is appropriate only pending a hearing. A suspension which is intended to be final is a dismissal
2287 and shall be dealt with as such. Salary will continue during the period of suspension except in cases involving
2288 moral turpitude.

2289 **Appendix H - Statement on Professional Ethics**

2290 *The statement which follows, a revision of a statement originally adopted in 1966, was approved by Committee B on*
2291 *Professional Ethics, adopted by the Association's Council in June 1987, and endorsed by the Seventy-third Annual*
2292 *Meeting.*

2293 **Introduction**

2294 From its inception, the American Association of University Professors has recognized that membership in the academic
2295 profession carries with it special responsibilities. The Association has consistently affirmed these responsibilities in
2296 major policy statements, providing guidance to professors in such matters as their utterances as citizens, the exercise of
2297 their responsibilities to students and colleagues, and their conduct when resigning from an institution or when
2298 undertaking sponsored research. *The Statement on Professional Ethics* that follows sets forth those general standards
2299 that serve as a reminder of the variety of responsibilities assumed by all members of the profession. In the enforcement
2300 of ethical standards, the academic profession differs from those of law and medicine, whose associations act to ensure
2301 the integrity of members engaged in private practice. In the academic profession the individual institution of higher
2302 learning provides this assurance and so should normally handle questions concerning propriety of conduct within its
2303 own framework by reference to a faculty group. The Association supports such local action and stands ready, through
2304 the general secretary and Committee B, to counsel with members of the academic community concerning questions of
2305 professional ethics and to inquire into complaints when local consideration is impossible or inappropriate. If the alleged
2306 offense is deemed sufficiently serious to raise the possibility of adverse action, the procedures should be in accordance
2307 with the 1940 *Statement of Principles on Academic Freedom and Tenure*, the 1958 *Statement on Procedural Standards*
2308 *in Faculty Dismissal Proceedings*, or the applicable provisions of the Association's *Recommended Institutional*
2309 *Regulations on Academic Freedom and Tenure*.

2310 **The Statement**

2311 I. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge,
2312 recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek
2313 and to state the truth as they see it. To this end professors devote their energies to developing and improving
2314 their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in
2315 using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may
2316 follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of
2317 inquiry.

- 2318 II. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the
2319 best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as
2320 individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every
2321 reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect
2322 each student's true merit. They respect the confidential nature of the relationship between professor and
2323 student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge
2324 significant academic or scholarly assistance from them. They protect their academic freedom.
- 2325 III. As colleagues, professors have obligations that derive from common membership in the community of
2326 scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free
2327 inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of
2328 others. Professors acknowledge academic debt and strive to be objective in their professional judgment of
2329 colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
- 2330 IV. As members of an academic institution, professors seek above all to be effective teachers and scholars.
2331 Although professors observe the stated regulations of the institution, provided the regulations do not
2332 contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due
2333 regard to their paramount responsibilities within their institution in determining the amount and character of
2334 work done outside it. When considering the interruption or termination of their service, professors recognize
2335 the effect of their decision upon the program of the institution and give due notice of their intentions.
- 2336 V. As members of their community, professors have the rights and obligations of other citizens. Professors
2337 measure the urgency of these obligations in the light of their responsibilities to their subject, to their students,
2338 to their profession, and to their institution. When they speak or act as private persons they avoid creating the
2339 impression of speaking or acting for their college or university. As citizens engaged in a profession that
2340 depends upon freedom for its health and integrity, professors have a particular obligation to promote
2341 conditions of free inquiry and to further public understanding of academic freedom.

2342 **Appendix N - Providence College Nepotism Policy**

2343 **Applies to Faculty, Staff and Student Employees**

2344 **Introduction:** Providence College's standards for employment decisions such as hiring, promoting, reappointing,
2345 evaluating, awarding salary and terminating employees are based on qualifications for the position, ability and
2346 performance. The College's standards for academic decisions such as admissions and academic success and progress in
2347 the classroom are based upon individual achievement and performance. The College attempts to avoid favoritism, the
2348 appearance of favoritism and conflicts of interest in employment and academic decisions and reserves the right to take
2349 action when relationships or associations of employees impact the College's mission, its policies and procedures, and
2350 its short and long term operations. It is against College policy for an employee to supervise a family or household
2351 member or to work in positions that have an audit or control function over a family or household member.

2352 **Purpose:** The purpose of the policy is to avoid favoritism, the potential for favoritism, conflicts in loyalty,
2353 discrimination, the appearance of impropriety or conflict of interest, a hostile or uncomfortable work or academic
2354 environment or the potential for hostile or uncomfortable work or academic environment.

2355 **Policy:** No College employee shall: (a) participate in decisions directly involving the terms and conditions of
2356 employment of a family or household member; or, (b) participate in any institutional academic decisions of a family or
2357 household member. . This policy shall not be applicable to employment relationships at the College prior to the
2358 effective date of this policy, or a subsequent revision, but is applicable, prospectively, to existing relationships with
2359 regard to promotion, transfer or discipline, or institutional academic decisions of a family or household member.

2360 **Definitions**

- 2361 1. Institutional academic decisions" means the full spectrum of academic actions, including, decisions regarding
2362 admission to the College, teaching, grading, academic progress and discipline, the award of grants,

- 2363 fellowships or other forms of recognition, and any other institutional decision that affects a student's
2364 academic standing or performance.
- 2365 2. "Employment" means any appointment to the faculty or staff as a temporary, incidental, adjunct, student or
2366 regular employee.
- 2367 3. "Employee" means the College's faculty, staff and student employees, including graduate assistants.
- 2368 4. "Family member" means: (a) a spouse, parent, child, or sibling; (b) a sibling, as denoted by the prefix "half";
2369 (c) a parent, child, or sibling, as denoted by the prefix "step"; (d) a foster child; (e) a nephew, niece, uncle or
2370 aunt; (f) any parent or child of a preceding or subsequent generation, as denoted by the prefix of "grand" or
2371 "great"; or, (g) parent, child or sibling related by marriage as denoted by the suffix of "in-law."
- 2372 5. "Household member" means a person having legal residence in or living in the employee's place of residence
2373 (e.g. the same house or apartment) or with whom the employee is in a dating or romantic relationship.
- 2374 6. "Terms and conditions of employment" includes, but is not limited to, appointments, retention, promotions,
2375 salaries/wages, fringe benefits, and supervision/discipline of an employee.

2376 Any exceptions to this policy Policy as it relates to employment decisions can only be made by the President of the
2377 College or his designee. Any exceptions to this Policy as it relates to institutional academic decisions can only be made
2378 by the Provost and Senior Vice President for Academic Affairs or his/her designee.

2379 ¹It is not a policy violation for a spouse, in accordance with the provisions of this *Faculty Handbook*, Appendix S ,
2380 Section 1.3 and 2.3, to request their spouse be considered for hire.

2381 EFFECTIVE FEBRUARY 2004; REVISED FEBRUARY 2025

2382 **Appendix P - Statement on Plagiarism**

2383 *The statement which follows was approved for publication by the Association's Committee B on Professional Ethics,*
2384 *adopted by the Association's Council in June 1990, and endorsed by the Seventy-sixth Annual Meeting.*

2385 The main practical activity of the American Association of University Professors, since its founding, has concerned
2386 restraints upon the right of faculty members to inquire, to teach, to speak, and to publish professionally. Yet throughout
2387 its existence, the Association has emphasized the responsibilities of faculty members no less than their rights. Both
2388 rights and responsibilities support the common good served by institutions of higher education which, in the words of
2389 the 1940 *Statement of Principles on Academic Freedom and Tenure*, "depends upon the free search for truth and its free
2390 exposition."

2391 In its *Statement on Professional Ethics*, the Association has stressed the obligation of professors to their subject and to
2392 the truth as they see it, as well as the need for them to "exercise critical self-discipline and judgment in using,
2393 extending, and transmitting knowledge." Defending free inquiry by their associates and respecting the opinion of
2394 others, in the exchange of criticism and ideas, professors must also be rigorously honest in acknowledging their
2395 academic debts.

2396 In the light of recent concerns within and outside of the academic profession, it has seemed salutary to restate these
2397 general obligations with respect to the offense of plagiarism.

2398 **Definition**

2399 The offense of plagiarism may seem less self-evident in some circles now than it did formerly. Politicians, business
2400 executives, and even university presidents depend on the ideas and literary skills of committees, aides, and
2401 speechwriters in the many communications they are called on to make inside and outside their organizations. When
2402 ideas are rapidly popularized and spread abroad through the media, when fashion and the quest for publicity are all
2403 around us, a concern with protecting the claims of originality may seem to some a quaint survival from the past or even
2404 a perverse effort to deter the spread of knowledge.

2405 Nevertheless, within the academic world, where advancing knowledge remains the highest calling, scholars must give
2406 full and fair recognition to the contributors to that enterprise, both for the substance and for the formulation of their
2407 findings and interpretations. Even within the academic community, however, there are complexities and shades of
2408 difference. A writer of textbooks rests on the labors of hundreds of authors of monographs who cannot all be
2409 acknowledged; the derivative nature of such work is understood and even, when it is well and skillfully done,
2410 applauded. A poet, composer, or painter may "quote" the creation of another artist, deliberately without explanation, as
2411 a means of deeper exploration of meaning and in the expectation that knowledgeable readers, listeners, or viewers will
2412 appreciate the allusion and delight in it. There are even lapses - regrettable but not always avoidable - in which a long-
2413 buried memory of something read surfaces as a seemingly new thought. But none of these situations diminishes the
2414 central certainty: taking over the ideas, methods, or written words of another, without acknowledgment and with the
2415 intention that they be taken as the work of the deceiver, is plagiarism. It is theft of a special kind, for the true author
2416 still retains the original ideas and words, yet they are diminished as that author's property and a fraud is committed
2417 upon the audience that believes those ideas and words originated with the deceiver. Plagiarism is not limited to the
2418 academic community but has perhaps its most pernicious effect in that setting. It is the antithesis of the honest labor
2419 that characterizes true scholarship and without which mutual trust and respect among scholars is impossible.

2420 Precepts

2421 Every professor should be guided by the following:

- 2422 1. In their own work the professor must scrupulously acknowledge every intellectual debt - for ideas, methods,
2423 and expressions - by means appropriate to the form of communication.
- 2424 2. Any discovery of suspected plagiarism should be brought at once to the attention of the affected parties and,
2425 as appropriate, to the profession at large through proper and effective channels - typically through reviews in
2426 or communications to relevant scholarly journals. Committee B of the Association stands ready to provide its
2427 good offices in researching questions of plagiarism, either independently or in collaboration with other
2428 professional societies.
- 2429 3. Professors should work to ensure that their universities and professional societies adopt clear guidelines
2430 respecting plagiarism, appropriate to the disciplines involved, and should insist that regular procedures be in
2431 place to deal with violations of those guidelines. The gravity of a charge of plagiarism, by whomever it is
2432 made, must not diminish the diligence exercised in determining whether the accusation is valid. In all cases
2433 the most scrupulous procedural fairness must be observed, and penalties must be appropriate to the degree of
2434 offense.
- 2435 4. Scholars must make clear the respective contributions of colleagues on a collaborative project, and professors
2436 who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a
2437 student's ideas, research, or presentation to the professor's benefit; to do so is to abuse power and trust.
- 2438 5. In dealing with graduate students, professors must demonstrate by precept and example the necessity of
2439 rigorous honesty in the use of sources and of utter respect for the work of others. The same expectations
2440 apply to the guidance of undergraduate students, with a special obligation to acquaint students new to the
2441 world of higher education with its standards and the means of ensuring intellectual honesty.

2442 Conclusion

2443 Any intellectual enterprise - by an individual, a group of collaborators, or a profession - is a mosaic, the pieces of which
2444 are put in place by many hands. Viewed from a distance, it should appear a meaningful whole, but the long process of
2445 its assemblage must not be discounted or misrepresented. Anyone who is guilty of plagiarism not only harms those
2446 most directly affected but also diminishes the authority and credibility of all scholarship and all creative arts, and
2447 therefore ultimately harms the interests of the broader society. The danger of plagiarism for teaching, learning, and
2448 scholarship is manifest, the need vigorously to maintain standards of professional integrity compelling.

2449 [Note: On the question of due process for a faculty member who is the subject of disciplinary action because of alleged
2450 plagiarism, see Regulations 5 and 7 of the Association's "Recommended Institutional Regulations on Academic
2451 Freedom and Tenure," Academe 69 (January-February 1983): 18a-19a.]

2452 **Appendix S-Spousal Dual-Career Hire Procedures**

2453 **Spousal Dual-Career Hire Procedures**

2454 **Introduction**

2455 The success of Providence College depends on the continued recruitment and retention of faculty of the highest caliber.
2456 As dual-career couples have become increasingly common, the ability to provide dual-career positions when
2457 appropriate has become a necessary tool to remain competitive in the recruitment and retention of the most sought-after
2458 candidates. The following procedures work to ensure that spousal hiring is conducted in a fair and ethical manner in a
2459 way consistent with the Providence College Mission. Though this policy represents an exception to the search
2460 procedures outlined in Appendix A, they do NOT represent an exception to the high standard we maintain for the
2461 appointment to the ordinary faculty of Providence College. The existence of this policy does not imply guarantee of
2462 employment for any person and serves only to provide procedures by which a dual-career appointment may be made.
2463 All activities pursuant to this policy require all Providence College employees remain in compliance with the
2464 Providence College Nepotism Policy (see Appendix N).

2465 **1.0 Spousal Dual-Career Hire Procedures for New Hires**

2466 **1.1 Definitions**

2467 The term spouse is used in this document to describe individuals who are legally married to each other and shall be
2468 applied equally without regard to the sex, sexual orientation, or gender identity.

2469 "Candidate A" refers to the first spouse being offered a faculty position at Providence College.

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2471 "Candidate B" refers to the spouse of Candidate A whose potential employment as an ordinary faculty member at
2472 Providence College may serve as a factor in Candidate A's acceptance of the offer of employment.

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2474 "Department A" refers to the department in which Candidate A has been offered employment.

2475 "Department B" refers to the department in which Candidate B is seeking employment. In cases in which Candidate A
2476 and B have similar fields,

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2478 Departments A and B may in fact be the same department.

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2480 **1.2 Eligibility**

2481 This policy may only be utilized as part of the negotiation of an offer of employment. Upon acceptance of an offer, this
2482 procedure may not be used for consideration of a position for a spouse. Spouses of current employees are eligible to
2483 apply for any announced position of the
2484 college through the traditional search process described in Appendix A and are entitled to equal consideration with all
2485 other applications for the position. Further, they may be eligible via procedures outlined below in Appendix S, Section
2486 2.0.

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1.3 Procedures

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After receiving an offer for employment, Candidate A may request that a spousal hire be considered. That request is to be communicated to the provost. Upon receipt of this request the provost is to inform the chairperson of Department A, the appropriate dean, and

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the College president. After making the initial request, Candidate A has no further role in the process and is not to be involved in any further negotiations or discussions regarding the potential spousal hire.

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Candidate B will provide the provost, appropriate dean and chairperson of Department B with a curriculum vitae, along with a cover letter indicating their interest in and qualification for a position, and their response to the Providence College Mission Statement.

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The provost, in consultation with the college president and appropriate dean will determine, in the context of the strategic plan, expected vacancies, and budget, if a potential position exists. If it is determined that a position may be viable, Candidate B's materials will be provided to Department B for review.

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Department B will review Candidate B's materials and determine if Candidate B's qualifications could provide a significant contribution to Department B's staffing needs and curricular goals. Further, they must consider whether Candidate B would likely be among the finalists in a national search for a similar position. Department B may request additional information from Candidate B, including an interview, or other materials required of a traditional candidate for a faculty position, to help make this determination. Department B's deliberation and final vote will be provided to the appropriate dean and to the provost. Failure to secure a simple majority support from Department B will terminate the process and an offer to Candidate B will not be made. If Department B votes in the affirmative, the process continues as it would under a traditional search as detailed in Appendix A.

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Department B's recommendation concerning Candidate B shall be submitted by the department chair to the school dean. The school dean will forward hiring recommendation to the provost (as chair of the Committee on Academic Rank and Tenure). Candidates found unacceptable to the school dean will still be forwarded to the provost. The provost will present Candidate B's credentials and the recommendations of Department B and the dean to the CART for its review and recommendation.

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The president, after receiving the recommendations of the department, the school dean, the provost, and CART, shall inform the provost of his decision.

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The provost shall inform the chair of Department B and CART of the president's decision. If the president decides to appoint, the provost shall negotiate an initial contract with Candidate B.

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2.0 Spousal Dual Career Hire Procedures for Existing Faculty

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2.1 Definitions

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The term spouse is used in this document to describe individuals who are legally married to each other and shall be applied equally without regard to the sex, sexual orientation, or gender identity.

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"Faculty Member A" refers to the first spouse who currently holds a faculty position with tenure at Providence College.

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"Candidate B" refers to the spouse of Faculty Member A whose consideration for employment as an ordinary faculty member at Providence College has been requested by Candidate A.

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"Department A" refers to the department in which Faculty Member A has a current faculty appointment.

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"Department B" refers to the department in which Candidate B is seeking employment. In cases in which Faculty Member A and Candidate B have similar fields.

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2526 Departments A and B may in fact be the same department.

2527 **2.2 Eligibility**

2528 This policy may only be utilized by current tenured members of the ordinary faculty of Providence College on behalf of
2529 their spouses.

2530 **2.3 Procedures**

2531 Beginning on January 2nd and no later than March 1st, Faculty Member A may request that a spousal hire be considered
2532 for appointment following the next annual academic search cycle. That request is to be communicated to the provost.
2533 Upon receipt of this request the provost is to inform the chairperson of Department B, the appropriate dean, and the
2534 college president. After making the initial request, Faculty Member A has no further role in the process and is not to be
2535 involved in any further negotiations or discussions regarding the potential spousal hire. Attempts to influence
2536 departments regarding this decision of a spousal hire outside of this process may result in Candidate B's ineligibility for
2537 the procedures detailed in Appendix S.

2538 Candidate B will provide the provost, appropriate dean and chairperson of Department B with a curriculum vitae, along
2539 with a cover letter indicating their interest in and qualification for a position, and their response to the Providence
2540 College Mission Statement.

2541 The provost, in consultation with the College president and appropriate dean will determine, in the context of the
2542 strategic plan, expected vacancies, and budget, if a potential position exists and if so, the appropriate department
2543 (Department B). As part of this determination, the dean and provost may contact departments to collect information
2544 regarding their staffing and strategic goals. If it is determined that a position may be viable, Candidate B's materials
2545 will be provided to Department B for review. Should no department be identified, the process ends but may be
2546 renewed by Candidate A after a period no shorter than one (1) academic year.

2547 Department B will review Candidate B's materials and determine if Candidate B's qualifications could provide a
2548 significant contribution to Department B's staffing needs and curricular goals. Further, they must consider whether
2549 Candidate B would likely be among the finalists in a national search for a similar position. Department B may request
2550 additional information from Candidate B, including an interview, or other materials required of a traditional candidate
2551 for a faculty position, to help make this determination. Department B's deliberation and final vote will be provided to
2552 the appropriate dean and to the provost. Failure to secure a simple majority support from Department B will terminate
2553 the process and an offer to Candidate B will not be made. Candidate B, having been denied by Department B, is not
2554 eligible for further consideration by Department B under Appendix S. Candidate B remains eligible for consideration
2555 under any search conducted by any department, including Department B. If the Department B votes in the affirmative,
2556 the process continues as it would under a traditional search as detailed in Appendix A.

2557 Department B's recommendation concerning Candidate B shall be submitted by the department chair to the school
2558 dean. The school dean will forward hiring recommendation to the provost (as chair of CART). Candidates found
2559 unacceptable to the school dean will still be forwarded to the provost. The provost will present Candidate B's
2560 credentials and the recommendations of Department B and the dean to the (CART for its review and
2561 recommendation. The president, after receiving the recommendations of the department, the school dean, the provost,
2562 and CART, shall inform the provost of his decision. The provost shall inform the chair of Department B and CART of
2563 the president's decision. If the president decides to appoint, the provost shall negotiate an initial contract with Candidate
2564 B.