

ARCADIA

UNIVERSITY

FACULTY HANDBOOK

Last Updated: November 25, 2025

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Land Acknowledgement Statement

Added May 10, 2022

The Lenape, whose name means “the original people,” are the first caretakers of the land upon which Arcadia University/Beaver College currently sits and we continue to occupy. The Lenape people are victims of colonialism, genocide, and forced relocation. Therefore, we recognize the continued perseverance of the Lenape people through their adversity, and we honor their historical legacy and vibrant culture which continues to thrive today. We are committed to collaborating with the Lenape as neighbors, partners, and friends in caretaking this land.

Faculty Handbook

Revised October 17, 2024

The purpose of the Faculty Handbook is to introduce faculty members to Arcadia University and to provide a reference for the University's expectations, policies, procedures, and benefits as they relate to the faculty. You are also encouraged to become acquainted with the [Arcadia University Student Handbook](#) and the [University Policy Library](#). The latter contains policies that pertain to the entire University community, including faculty, as well as policies concerning campus services and facilities, including Finance; Operations; Information Technology; Public Safety; Environmental Health and Safety; Employment Benefits and Workplace; and Ethics, Integrity, and Legal Compliance.

This Handbook is for full-time and part-time faculty members (also referred to in the Faculty Handbook as less-than-full-time faculty in the College of Health Sciences) who are employees of Arcadia University. While adjunct professors are covered under the [Collective Bargaining Agreement](#), to the extent that a policy or provision in this Handbook applies to adjunct faculty and is not superseded by the Collective Bargaining Agreement, it should be noted under that policy or provision.

You are expected to become familiar with the current contents of the Handbook and to be aware of any future modifications to it. Should you have any questions regarding the Handbook, please contact the Chair of the Work and Welfare Committee of the Faculty Senate, who works with the Office of the Provost to maintain and revise the Handbook, and is responsible for communication, clarification, and interpretation of the Handbook's policies and procedures.

Please note, to facilitate the maintenance and use of the Handbook and to ensure the information is as updated as possible, many entries appear only as links to information maintained by other offices at the University.

This Handbook is not intended to constitute an employment agreement or contract of any kind, nor is it a guarantee of employment. The University reserves the right to revise or rescind any of the provisions in this Handbook to maintain compliance with all applicable federal, state, and local laws and regulations or to ensure effective University operations. The University will make these changes in a manner consistent with the established process. The University also reserves the right to interpret and apply the provisions of this Handbook.

10.00 Introduction

Revised October 17, 2024

This section includes general information about the history and mission of Arcadia University as well as links to the academic calendar, the final examination schedule, the University Policy Library, and offices referenced throughout the Faculty Handbook.

10.01 History of Arcadia University

Revised October 17, 2024

Arcadia University's history dates back to 1853 when two extraordinary students started the Beaver Female Seminary. Today, Arcadia is one of greater Philadelphia's top universities, with a global focus and an education experience for its students infused with justice, equity, inclusion, and diversity. View Arcadia University's [history](#).

10.02 Mission and Vision Statements

Revised October 17, 2024

Arcadia University provides a distinctively global, integrative, and personal learning experience for intellectually curious undergraduate and graduate students in preparation for a life of scholarship, service, and professional contribution. View Arcadia University's [Mission, Vision, and Lived Values statements](#).

10.03 Equal Opportunity Statement

Revised October 17, 2024

Arcadia University is committed to ensuring equal opportunity to all persons and does not discriminate on the basis of ethnicity, national origin, ancestry, race, color, religion, creed, sex/gender, marital status, affectional or sexual orientation, gender identity, military and military veteran status, age, or disability in its educational programs, activities, admissions, or employment practices, as required by Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964, Title IX of the Educational Amendment of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Age Discrimination in Employment Act, and other applicable statutes.

Discriminatory conduct and harassment, including sexual harassment, violates the dignity of individuals, impedes the realization of the University's educational mission, and will not be tolerated. The University maintains a [Policy Prohibiting Sexual Harassment and Sexual Misconduct](#) as well as a [Non-Discrimination and Non-Harassment Policy](#), located in the University Policy Library. Inquiries concerning Title IX, Section 504, and ADA compliance and information should contact the [Office of Equity and Civil Rights](#) at oecr@arcadia.edu or at 215-517-2659.

10.04 Workplace Violence and Weapons-Free Campus Policy

Revised October 17, 2024

All members of the campus community are expected to comply with federal, state, and local laws as well as Arcadia University policies, including those that regulate the possession, use, and sale of weapons. The sale, possession, production, purchase, or use of any explosives, fireworks, incendiary devices, or weapons on University property is also a violation of University policy and may result in immediate dismissal. See the [Weapons-Free Campus Policy](#), available in the University Policy Library, for more information. If any person becomes aware of any violation(s) of this Policy, they should report it immediately to the Department of Public Safety at 215-572-2999 (ext. 2999 on campus) or, in an emergency situation, by calling 911.

In addition, the University will not tolerate acts or threats of violence, harassment, intimidation, and other disruptive behavior, either physical or verbal, that occurs in the workplace or other areas. Prohibited conduct includes, but is not limited to:

1. Physically injuring another person;
2. Threatening to injure a person or damage property by any means, including verbal, written, direct, indirect, or electronic means;
3. Taking any action to place a person in reasonable fear of imminent harm or offensive contact; and/or
4. Possessing, brandishing, or using a weapon on University property or while performing University business.

Victims and witnesses of workplace violence will not be retaliated against for making a report or for cooperating in an investigation. If you believe you have been wrongly retaliated against, immediately report the matter to the Office of Human Resources and the [University's Campus Conduct Reporting Hotline](#).

10.05 Code of Civility

Revised October 17, 2024

The University maintains a [Statement on Civility](#) that provides information about how to report acts of intolerance or incivility and campus resources for incidents related to students, staff, faculty, or the community at large. When acts of intolerance or incivility may also constitute discrimination or harassment, faculty may refer concerns to [the Office of Equity and Civil Rights](#) and [the Campus Conduct Reporting Hotline](#).

10.06 Faculty and Academic Affairs Resources

Revised October 17, 2024

Faculty and Academic Affairs resources are available on the Arcadia University website. Links to key resources that are mentioned throughout the Faculty Handbook are also provided below for ease of access. Information on other offices is located on the [Offices, Facilities, and Services](#) webpage.

Resources

- [Academic Calendars](#)
- [Final Exam Schedule](#)
- [Majors and Programs](#)
- [The Office of General Counsel Forms](#)
- [The Student Handbook](#)
- [University Policy Library](#)

Offices, Facilities, and Services

- [Disability Support Services](#) (DSS)
- [Information Technology and Digital Learning Services](#)
- [The Division of Student Success](#)
- [The Faculty Senate](#)
- [The Landman Library](#)
- [The Office of Access, Equity, Diversity, and Inclusion](#) (OAEDI)
- [The Office of Equity and Civil Rights/Title IX](#)
- [The Office of General Counsel](#) (OGC)
- [The Office of Human Resources](#) (HR)
- [The Department of Public Safety](#)
- [The Office of Sponsored Research and Programs](#) (OSRP)
- [The Office of the Registrar](#)
- [The Templeton Campus Bookstore](#)

Schools and Colleges

- [College of Arts and Sciences](#)
- [College of Global Studies](#)
- [College of Health Sciences](#)
- [School of Education](#)
- [School of Global Business](#)

20.00 Human Relations

Revised September 7, 2015

This section includes information on the various human relations issues from the appointment process to the benefits package for full- and part-time faculty.

20.01 Appointment Procedures

Revised October 17, 2024

All faculty hired at Arcadia University go through the onboarding process as follows:

1. Written confirmation of your offer of employment from the Provost, including the title of your position, beginning date of employment, and compensation;
2. Completion of a required background check (see the [Hiring and Background Check Policy](#) in the University Policy Library);
3. Completion of the necessary paperwork for payroll and presenting acceptable I-9 documents to be examined as evidence of identity and employment authorization;
4. An invitation to meet with the Senior Benefits Specialist in the Office of Human Resources for benefits orientation and enrollment; and
5. Links for completing required training, obtaining an identification card, and obtaining a parking sticker are sent to your Arcadia email address (see Section 20.04 of the Faculty Handbook: Identification Cards)

20.02 Recruitment

Revised October 17, 2024

I. Approval Process for a Faculty Search

1. Recruitment to fill vacant or newly created faculty positions will first require a discussion with the Head of the School/College and the Provost to identify the parameters for a search.
2. Before a Department can begin the search, a requisition must also be created and approved in iSolved, which will then be routed through the necessary approvals, including the Office of Human Resources, the Head of the School/College, the Office of the Provost, the Director of Institutional Planning and Budget, and the Chief Financial Officer.

II. Composition of the Search Committee

1. Once the search has been approved, the hiring manager (typically the Department Chair or the Head of the School/College) will appoint a Search Committee Chair along with members of the Search Committee. The Committee will vary depending on the position, office, Department, and School/College.
 - a. Search committees must have no fewer than three people, including an AEDI liaison, and it is recommended that the Committee include at least one person from outside of the Office, Department, or School/College.
 - b. The Committee should, as feasible, be diverse.

2. Representatives of the faculty must always be included in a presidential search.
3. A Committee member cannot be a candidate for the position for which the Committee has been called to hire and cannot apply once accepting appointment to the Committee.

III. Responsibilities of the Search Committee

1. Members of the Search Committee will be required to complete training on unconscious bias in decision making and how to utilize iSolved to view and process applicants.
2. The Search Committee is responsible for writing the job advertisement and soliciting feedback and approval from the Office of Human Resources before advertising the position and evaluating applications.
3. The Search Committee may also provide a list of questions for the interview process to the Office of Human Resources for feedback and approval before conducting interviews, selecting individuals for on-campus interviews, and recommending finalists to the hiring manager.
4. Search committees must maintain a strict level of confidentiality in their deliberations.
5. Decisions regarding the screening methods used to evaluate applicants should be made by the Search Committee and its Chair.
 - a. There is no rule regarding the number of finalists the Committee must have; however, a minimum of three candidates should be interviewed.
 - b. As determined by the qualifications for the position, only candidates meeting or exceeding minimum qualifications should be invited for an interview.
 - c. Searches that have more than four finalists must have prior approval from the Provost before extending invitations for on-campus interviews.
 - d. Candidates must be selected without regard to ethnicity, national origin, ancestry, race, color, religion, creed, sex/gender, marital status, affectional or sexual orientation, gender identity, military and military veteran status, age, or disability (see Section 10.03: Equal Opportunity Statement for more information).
6. Once the interviewing stage has been completed, the Search Committee should make its recommendation of suitable candidates for hire to the hiring manager, taking into consideration the minimum and preferred qualifications for the position, the feedback provided by members of the Arcadia University community, and the recommendations of the members of the Committee.
7. While the Search Committee can state a preference, the Provost, in consultation with the Head of the School/College, will make the final decision in hiring personnel from the recommended candidates.

20.03 Disability Accommodations for Faculty

Revised October 17, 2024

Arcadia University complies with the Americans with Disabilities Act and applicable state and local laws providing for nondiscrimination in employment against qualified individuals with disabilities. Qualified individuals with disabilities who need reasonable accommodations should make requests to the Office of Human Resources per the [Disability Support Services Policy for](#)

[Employees and Applicants](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies. Information on implementing accommodations for students is located in Section 60.19 of the Faculty Handbook.

20.04 Identification Cards

Revised October 17, 2024

All faculty members are issued an Arcadia identification card, known as a *KnightCard*, when they become faculty at the University. This card, when properly validated, entitles faculty to use the Landman Library, to access University buildings, and to use facilities and equipment in the Kuch Recreation Center. *KnightCards* must be surrendered upon termination of employment, except for retired faculty with Emeritus recognition. View [KnightCard Services](#).

20.05 Personnel, Medical, and Promotion & Tenure Files

Revised October 17, 2024

I. Personnel Files

1. The Office of Human Resources maintains an official personnel file for each employee for the purpose of maintaining records relative to employment at the University.
2. Faculty may inspect their personnel file with reasonable notice by making an appointment with Human Resources staff. Inspection must occur in the presence of a University representative. Faculty may also designate an agent to inspect their personnel file on their behalf, per the Pennsylvania Personnel Files Act.
3. Access to personnel files is generally limited to the employee, their Department Chair or Program Director, the Head of their School/College, the Provost, the Office of General Counsel, and the President.
4. Under circumstances such as an investigation by the Office of Equity and Civil Rights or the Department of Public Safety, information contained in a faculty member's personnel file may be shared with the appropriate Office/Department.
5. All requests by an outside party for information contained in an employee's personnel file will be directed to the Office of General Counsel, which is the only Department that may authorize the release of such information.
6. To ensure that personnel and payroll records contain accurate information, faculty are expected to promptly inform the Office of Human Resources of any changes in personal status (e.g., name, address, telephone number, marital or dependency status, emergency contact, etc.).
 - a. Changes must be filed online by logging into [iSolved](#) using the Employee Self-Service email address and the password created when the account was authenticated. Contact hr-systems-changes@arcadia.edu if assistance is needed. Failure to make these changes may result in loss of benefits or delayed receipt of W-2 and other mailings.
 - b. Information on how to update beneficiaries on insurance policies or to add or delete dependents on insurance coverage may be obtained by contacting benefits@arcadia.edu.

7. Human Resources will not provide employees with copies of the results of their Act 153 background checks—Pennsylvania State Police Access to Criminal History, Pennsylvania Department of Human Services Child Abuse History Clearance, or Federal Criminal History Record Information. Employees are responsible for keeping copies of their certifications.

II. *Medical Records*

1. As described in the [Disability Support Services Policy for Employees and Applicants](#), access to disability-related information, including medical documentation, is limited to protect an individual's privacy.
2. Requests for workplace accommodations and accompanying documentation are kept separate from an individual's personnel file.
3. Faculty may inspect their medical file with reasonable notice by making an appointment with Human Resources staff. Inspection must occur in the presence of a University representative.

III. *Promotion and Tenure Files*

1. The Office of the Provost provides full-time faculty access to an electronic promotion and tenure folder. While the Office of the Provost maintains copies of contracts, reappointment letters, and faculty annual reports, it is the responsibility of the faculty to keep this folder updated and to upload necessary material.
2. Publications and presentations authored by the faculty member, news items pertaining to their scholarship and/or creative achievements, and other items related to the faculty member's professional development should be housed in this promotion and tenure folder. See Section 80.03: Procedures for Third-Year Review, Section 80.05: Procedures for Promotion, and Section 80.07: Procedures for Tenure for more information.
3. Other than the Provost and the faculty member, access to this file is limited to designated administrative support staff in the Office of the Provost, the faculty member's Department Chair, the Head of the School/ College in which the Department is located, the Office of General Counsel, the President, and the Promotion and Tenure Committee.

20.06 Employee Assistance Program

Revised October 17, 2024

Arcadia University provides a confidential Employee Assistance Program (EAP) to all eligible employees. The EAP provides access to professional counseling services for help with personal concerns faculty and staff may be having difficulty resolving on their own. These concerns may include, but are not limited to, health, marital, family, financial, legal, emotional, and alcohol and/or drug use issues. The EAP counselors can help assess the problem, offer guidance, and provide a referral to quality care. Voluntary participation in the EAP will not jeopardize a faculty member's opportunities for promotion or employment. For more information on the EAP, please visit the [Employee Assistance Program](#) page on myArcadia.

20.07 Drug and Alcohol Use

Revised October 17, 2024

I. Controlled Substances

1. In compliance with the Drug-Free Workplace Act and the Drug Free School and Communities Act, this statement serves as notice to all Arcadia University employees that you may not consume, manufacture, distribute, dispense, or be under the influence of controlled substances in the workplace, including in vehicles provided by Arcadia, at any worksite or location at which University duties are being performed by employees, or as part of any other University activities.
2. The University will take disciplinary action against violators, consistent with federal, state, and local laws. Such disciplinary action may include satisfactory participation in a substance abuse treatment, counseling, or education program as a condition of reinstatement or continued employment; suspension; termination of employment; and referral for prosecution.
3. As a condition of employment at Arcadia University, employees must abide by the terms of this statement and report to Arcadia University any conviction under a criminal drug statute, or any other required disclosure, within seventy-two in accordance with the University's [Hiring and Background Check Policy](#).

II. Marijuana and Other Drugs

1. Although the use of marijuana has been legalized under some state and local laws for medicinal and/or recreational uses, it remains an illegal drug under federal law. Faculty, staff, and students may not consume or be under the influence of marijuana while on duty or at work nor possess it on campus.
2. Faculty members who currently use drugs illegally are not considered individuals with disabilities under the Americans with Disabilities Act (ADA). Therefore, if an employer takes action because of their continued drug use, the ADA will not apply. This includes people who use prescription drugs illegally as well as those who use illegal drugs.
3. Nothing in this section is meant to prohibit a faculty member's appropriate use of over-the-counter medication or other medication that can legally be prescribed under both federal and state law, if it does not impair their job performance or safety or the safety of others.
4. If a faculty member takes over-the-counter medication or other medication that can legally be prescribed under both federal and state law to treat a disability and are concerned that the medication may impair their job performance, safety, or the safety of others, or if they believe they need a reasonable accommodation based on a disability, please contact the Office of Human Resources. The Office of Human Resources will engage in a good faith interactive process with you to decide on appropriate accommodations.

III. Alcoholic Beverages

1. Arcadia University, consistent with the laws of the Commonwealth of Pennsylvania, prohibits the consumption, possession and sale, and the provision or serving of alcoholic beverages by and to persons less than 21 years of age.
2. All University employees are prohibited from consuming alcohol or being under the influence of alcohol during work hours or in the workplace unless such use is responsible and occurs during approved social functions.
3. Under no circumstances may an employee consume or be under the influence of alcohol while operating vehicles or equipment.
4. The consumption of alcohol will not constitute a mitigating circumstance when it contributes to the violation of University policies.
5. University policy requires that hosts of all functions at which alcohol is served must complete the Alcoholic Beverage Notification Form. Individuals completing the form must be at least 21 years of age.
 - a. In accordance with the laws of the Commonwealth of Pennsylvania, as outlined above, Arcadia University allows alcoholic beverages to be served to persons over 21 years of age at some gatherings held on campus.
 - b. All policies and guidelines must be adhered to, or alcohol cannot be served.

20.09 Smoking Policy

Revised October 17, 2024

The University maintains a [Smoking Policy](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies.

20.10 Hiring and Background Checks Policy

Revised October 17, 2024

Arcadia University wishes to provide a safe and secure environment for its community and will take steps to ensure we employ a qualified workforce. The University maintains a [Hiring and Background Checks Policy](#), located in the University Policy Library. A background check must be completed and reviewed for all employees prior to the date of hire. Also, all individuals having direct contact with minors must complete all background checks required by the Pennsylvania Child Protective Services Law, in accordance with the [Mandatory Reporting of Suspected Child Abuse and Protection of Minors Policy](#). Please review the Policy Library regularly for updates to University policies.

20.11 Consensual Relationships and Employment of Relatives

Revised October 17, 2024

With respect to employment of relatives, the University does not usually consider for employment members of a current employee's immediate family for positions in the same Department or administrative unit. Such employment is not prohibited, however, as long as

neither relative participates in a decision-making process affecting the appointment, retention, work assignments, promotion, demotion, or salary of the other.

With respect to spouses and other romantic and/or sexual relationships, the University's [Policy on Consensual Relationships](#) governs. Please review the Policy Library regularly for updates to University policies.

20.12 Types of Contracts

Revised October 17, 2024

Full-time faculty members are appointed for 9-month contracts, which encompass the period from the beginning of the fall semester through the end of the spring semester. Some full-time faculty are appointed for 12-month contracts, which follow the fiscal year (June 1-May 31). All contracts include whatever time may be necessary for preparation (e.g., syllabi development) before the start of the fall semester and completion of work related to the spring semester. Adjunct faculty are appointed on a per semester basis.

Full-time faculty members are expected to be available the week prior to the beginning of the fall semester and for a week following the end of the spring semester for participation in University-sponsored professional development activities such as the Academic Affairs Retreat and May Workshops. Services required during the month of January are also included in the academic year.

Full-time appointments and reappointments at all ranks are ordinarily made on an annual basis except in the case of faculty on continuous tenure. The precise terms and expectations of every appointment are stated in writing and are in possession of both the University and the appointee. The Personnel Calendar, sent out by the Office of the Provost, contains information on reappointments.

20.13 Salary and Payment

Revised October 17, 2024

Salary and Payment

The University maintains a [salary structure](#) for full-time faculty, indicating the minimum salary for each rank, which is reviewed regularly. For adjunct faculty, Arcadia University will provide compensation determined by course registration at the end of the drop-add period. For more information on the base wage scale, special rates, and tutorial rates for adjunct faculty, see Article XV of the Collective Bargaining Agreement on wages.

Full-time faculty members who are appointed for the academic year (i.e., nine-month and twelve-month faculty) as well as adjunct and other part-time faculty are paid on a semi-monthly basis. Payday is the 15th and the last day of each month, and it covers the period up to and including the payday. If the payday falls on a holiday or weekend, employees will be paid the day

before the normal payday. Faculty members appointed for a summer session are paid according to the date(s) stated in their Personal Service Agreement.

Arcadia University encourages all faculty members to enroll in direct deposit upon hire. New hires complete all necessary payroll forms—including a W-4, Section 1 of the 1-9 form, and direct deposit—during their onboarding process. Until their account is pre-noted and direct deposit goes into effect, a check will be mailed to their home. All new bank accounts will be pre-noted and may take a full payroll cycle to go into effect. A new account can go “live” on the first payroll only if the employee submits bank documentation that contains their name, routing number, and account number. Examples would include a voided check, a bank statement, or “direct deposit” form from the banking institution. Acceptable forms should be submitted by secure email to payroll@arcadia.edu.

Faculty can enroll in direct deposit or make changes at any time by going to [iSolved Employee Self Service](#) and entering the account type, routing number, and account number information. If faculty have selected the direct deposit payroll service, they may view or print their pay stubs from pay history in iSolved Employee Self Service.

Paycheck Deductions

Arcadia University is required by law to make the following deductions each pay period: federal income tax; Social Security and Medicare (FICA) taxes; applicable state and local/municipal income taxes; Pennsylvania Unemployment Insurance for PA residents; and any deductions as may be required by wage garnishment, child support orders, or state or local laws of the state where the faculty member resides. The amount of tax deductions will depend upon the faculty member’s earnings and the information they list on their federal W-4 Form and applicable state withholding form. If there is a change in status that affects their tax deductions or address, it is their responsibility to complete a new W-4 form using the Tax Update Wizard in [iSolved Employee Self Service](#).

To maintain strict compliance with Internal Revenue Service (IRS) regulations, the University has determined that all payments received by an employee that are not regular wages are “supplemental wages,” as defined by the Internal Revenue Service, and will be subject to income tax withholding based upon the current federal supplemental tax rate in effect at the time of the payment. The University will not make deductions to pay that are prohibited by federal, state, or local law.

Faculty members are encouraged to review their pay stubs for errors each pay period and immediately report any discrepancies to the Payroll Office. See the [Payroll & HR System Information](#) page on myArcadia for more information. Employees will be reimbursed in full for any isolated, inadvertent, or improper deductions, as defined by law. If an error is found, they will receive an adjustment, which will be paid no later than the next regular payday. The University will not retaliate against employees who report erroneous deductions in accordance with this section. If there are any questions regarding pay and/or deductions, contact the Payroll Office at payroll@arcadia.edu.

20.14 Summer and Overload Compensation

Revised October 17, 2024

Summer and overload salaries for the academic year are paid according to a scale issued to faculty by the Office of the Provost each year and as agreed upon in a Personal Service Agreement (PSA). No fringe benefits will be paid on such salaries except as required by law. The University retains the option of compensating for an overload by a proportionate reduction in load in a succeeding semester. Full-time faculty may not teach more than eight teaching credit hours in any five-week period nor more than sixteen credit hours per fifteen-week term. Such teaching includes both on- and off-campus obligations (see “Extra-Institutional Employment” in Section 90.18: Faculty Responsibilities, Obligations, and Behavioral Guidelines for additional information).

In the assignment of courses, full-time faculty take precedence over adjunct faculty, qualified full-time faculty in the Department offering the course take precedence over qualified full-time faculty in another Department, and full-time faculty whose workload includes summer teaching take precedence over faculty whose workload does not include summer teaching. When more than one qualified faculty member desires to teach a course, the Department should attempt to rotate the responsibility to ensure equality of access to teaching opportunities. The University, through the Office of the Provost, reserves final authority in assignment of teaching responsibilities.

Summer salaries for grant-related work must be executed per policies in the Academic/Resource Policies section of the University [Policy Library](#). Please review the Policy Library regularly for updates to University policies.

20.15 Workload

Revised October 17, 2024

I. Faculty Workload

1. The primary responsibility of the individual faculty member is effective teaching in keeping with the educational objectives and philosophy of the University, including such ongoing research and study as are essential to high quality instruction.
2. Responsibilities of all full-time faculty members, in addition to teaching, include counseling of advisees assigned to them, service on committees and/or in connection with co-curricular activities, and other projects contributing to the total educational program of the University.
3. Full-time faculty members are required to attend Department meetings. Adjunct faculty members may also be required to attend, per the Collective Bargaining Agreement; see Section 20.22 of the Faculty Handbook for information on part-time faculty workload.
4. For the benefit of the students and the Arcadia community at large, faculty members are also strongly encouraged to engage in the life of the University by attending meetings of

the full faculty, Honors Convocation, Commencement, and such all-University or all-faculty conferences as may be scheduled from time to time.

5. All faculty members are expected to follow the academic policies and procedures of the University, as stated in the Faculty Governance Bylaws and the Faculty Handbook, to keep the required records, to conform to the dates on which reports are due, and to post and maintain regular office hours for consultation with students.
6. Unless specifically covered in a Personal Service Agreement (PSA) or Alternative Work Assignments (AWA), the responsibilities noted above constitute the duties of full-time faculty for which the base salary is paid.

II. Teaching Loads

1. The policy in regard to teaching loads seeks to facilitate excellence in teaching and in the scholarly/creative and professional development of the faculty member. This is determined through careful appraisal by the Provost and the Department Chair of varied teaching assignments and recognition and regulation of the amount of non-teaching service to the University.
2. Teaching load, in terms of credit hours, varies across the University depending upon whether faculty are teaching undergraduate or graduate courses or a mix and depending upon the structure of classes in their School/College.
 - a. A normal teaching load for full-time faculty of all ranks where responsibilities include a customary amount of research and other non-teaching duties (i.e., advising and service) is eight to twelve credit hours per semester.
 - b. Laboratory courses and private lessons are equated proportionally to this norm.
 - c. An individual's teaching load may also be more or less than normal in consideration of such factors as the nature of the teaching involved in the proper conduct of the course, size of classes, multiple sections, number of preparations, supervision or development of experimental courses, unusual committee responsibilities, and recognized research.
3. See Section 20.14: Summer and Overload Compensation for restrictions on the number of credits full-time faculty members are allowed to teach five-week period and fifteen-week term.
4. The decision of the Provost concerning course loads shall be final.

III. Teaching Schedules

1. The teaching schedule of the individual faculty member is determined by the Department, the Head of their School/College, the Registrar, and the Office of the Provost, according to the requirements of the curricula, a balanced distribution of courses through the week for the students, a minimum of conflict among courses for which students are required or wish to enroll, and maximal use of educational facilities.
2. A faculty member's normal teaching schedule may include on-campus or off- campus, graduate and/or evening and weekend classes, as well as undergraduate day classes, depending upon the Department or program with which they are affiliated.

IV. Research and Scholarship

1. Arcadia University encourages members of the faculty to seek extramural support for academic programs and for their scholarly activities.
2. Assistance in identifying potential sponsors, preparing grant proposal documents, and submitting grant proposals to sponsors may be obtained from staff members of the Office Sponsored Research and Programs.
3. Grant proposals must be approved by the Department Chair, the appropriate Head of the School/College, and the University Routing Committee. The University maintains a [Review and Approval of Sponsored Projects Documents Policy](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies.

20.17 Tuition Funds

Revised September 7, 2015

Funds are available for full-time faculty pursuing advanced degrees at other institutions, provided such degree is relevant to their current responsibilities. These funds are to be based on the Arcadia graduate part-time tuition per credit hour, with a maximum reimbursement of credit for three courses taken in one fiscal year. Reimbursement of these funds are subject to IRS regulations (currently up to \$5,250 considered non-taxable, over \$5,250 will be considered taxable income), and will be distributed through payroll with appropriate documentation.

Individuals receiving this benefit must remain at Arcadia at least one year after the last payment or refund is received.

For other tuition benefits see Section 90.XX Faculty Policies.

20.18 Faculty Fringe Benefits

Revised October 17, 2024

I. Government-Sponsored or -Mandated Benefits

All full-time and part-time faculty members are covered by Workers' Compensation Insurance, Social Security, and Unemployment Compensation. The scope and terms of participation in government-sponsored or -mandated programs and in private insurance programs are subject to substantial regulation and to the terms of the applicable policies. The benefits available are subject to change, often without prior notice to the University. The description of such benefits contained in this section is intended to provide general information only.

1. Workers' Compensation

- a. Workers' compensation is a no-fault system designed to provide benefits to all faculty and staff members for work-related injuries.
- b. Workers' compensation insurance coverage is paid for by employers and governed by state law.

- c. The workers' compensation system provides for coverage of medical treatment and expenses, occupational disability leave, and rehabilitation services as well as payment for lost wages due to work-related injuries.
- d. Faculty must immediately report *all* work-related injuries or any injuries they believe may be work-related, even if minor, whether or not such injuries occur on University premises.
 - i. The Workers' Compensation Insurance Carrier will thereafter make a determination with respect to whether the particular injury may be covered by the workers' compensation policy.
 - ii. Consistent with applicable state law, failure to report an injury within a reasonable period of time could jeopardize one's claim for benefits.
- e. Faculty will be required to submit a medical release before they can return to work.

2. Unemployment Compensation

- a. Unemployment compensation insurance is paid for by Arcadia University and provides temporary income for faculty and staff members who have lost their jobs under certain circumstances. Eligibility for unemployment compensation will, in part, be determined by the reasons for one's separation from the University.
- b. If an individual seeking unemployment compensation resides in a state other than Pennsylvania, please discuss with the Office of Human Resources which state unemployment compensation would apply.

II. Benefits

Arcadia University maintains several benefit plans for full-time faculty members while adjunct faculty are eligible in accordance with the Collective Bargaining Agreement (based on courses taught). All benefit plans are outlined in the [Employee Benefits Guidebook](#) posted on the [myArcadia Benefits website](#).

1. Benefits Overview

- a. Benefits are provided in accordance with the plan terms applicable to each particular benefit program, as set forth in plan documents on the [bswift Benefits Administration website](#).
- b. Employees may be required to meet certain eligibility and other requirements in order to participate in any particular benefit program. Please consult the Summary Plan Descriptions that are posted on the Benefits Enrollment website or contact the Benefits Office if there are questions about a benefit program.
- c. Unless otherwise stated in the Summary Plan Descriptions or official plan documents, the University administers the benefit programs and has the authority and discretion to interpret and construe their terms.
- d. The University reserves the right, in its sole discretion, to add, modify, or terminate any benefit program at any time, consistent with applicable law and official plan documents.

2. Benefits Eligibility

- a. Full-time faculty are eligible to participate in all University benefit plans as outlined in the [Employee Benefits Guidebook](#). All benefits are effective on the first day of the month coincident with or following the date of hire.
- b. Adjunct faculty eligible for benefits in accordance with the Collective Bargaining Agreement can participate in the following benefit plans: Medical, Prescription, Dental, Vision, Health Savings Account, Flexible Spending Accounts, Commuter Account, 403(b) Retirement Savings Plan, Employee Assistance Program, Tuition Remission, and Paid Time Off.
- c. Employees may choose to enroll their dependents in Arcadia's benefit plans. Dependent eligibility is defined in the [Employee Benefits Guidebook](#).
- d. The University is required to let faculty know if they are eligible to participate in benefit plans. Please contact benefits@arcadia.edu if eligible to participate in the University benefit plans and have not received notification from the Benefits Department.
- e. If a faculty member or a dependent becomes ineligible for benefits due to a change in status pursuant to the eligibility requirements of the Collective Bargaining Agreement or through a qualifying life event, or the faculty member leaves employment with the University, they may have the right to continue their health benefits under federal or state law. In such an event, the University will provide them with information about their rights to continue benefits coverage.

3. Benefits Enrollment

- a. Eligible employees are required to enroll for benefits plans within 30 days following date of hire or following a qualifying life event.
- b. An annual open enrollment period is held each year, and at this time, the employee may add, change, or remove enrollment for any benefits plans. The annual open enrollment period is typically held during the late fall semester.
- c. Benefits enrollment instructions are outlined in the [Employee Benefits Guidebook](#), which can be found on myArcadia.

III. Employee Perks

Arcadia University offers a variety of perks to its employees, including access to the Kuch Center, discounts at the University Bookstore and for campus events, and more. Please see the [Employee Perks](#) section of the myArcadia website for more information.

20.20 Part-Time Faculty Contracts

Revised October 17, 2024

There are currently several types of part-time faculty appointments at Arcadia University: less-than-full time, adjunct, and exempt staff.

1. **Less-Than-Full-Time faculty Appointments:** may be offered for twelve months. These appointments are non-tenure track (NTT) only and are typically limited to full-year academic programs, such as those in the College of Health Sciences, that use team teaching as their primary instructional model.

2. **Adjunct Faculty Appointments:** may be offered to individuals hired to teach one or more individual courses and whose appointments are covered under a Collective Bargaining Agreement (CBA). Per the CBA, this excludes full-time faculty and “guest lecturers; professional and clerical administrative staff; managers; Department Chairs; program directors; confidential employees; non-United States based adjunct faculty; guards; and supervisors as defined in the [National Labor Relations] Act (including those employees that also [teach] courses as adjunct faculty in addition to their regular non-teaching duties.” Personal Service Agreements will be issued to adjunct faculty.
3. **Exempt Staff:** may be engaged to teach one class outside of their regular working hours (see Section 60.15: Policy on Staff Teaching Courses for more information). Before a Personal Service Agreement is issued, the Office of Human Resources must verify the Federal Labor Standards Act (FLSA) exempt status. Written approval from the employee’s direct supervisor and the unit Vice President are also required. Staff are not covered under the Collective Bargaining Agreement.

To ensure that full-time faculty members have full teaching loads based upon the specifics of their individual contracts, the University reserves the right to assign a course for which a part-time faculty member has initially been hired to a full-time faculty member at any time prior to the first meeting of the class. Course cancellation and reassignment processes for adjunct faculty in the Union are described in the Collective Bargaining Agreement.

20.21 Part-Time Faculty Rank

Revised October 17, 2024

Part-time faculty members are ordinarily appointed as adjunct professors. If there is to be an exception, the rank is determined by the Provost, in consultation with the Department Chair, using the criteria for appointment listed in Section 90.06: Appointment Process. Note that part-time faculty members in the College of Health Sciences are not considered adjunct faculty and therefore are governed by the policies for full-time faculty outlined in this Handbook.

20.22 Part-Time Faculty Workload

Revised October 17, 2024

In a full semester, classes are generally required to meet for 14 weeks plus a final examination, but if an in-class final examination is not given, classes are required to meet during the 15th week. For an accelerated course, classes are required to meet for 7 weeks plus a final examination. However, certain programs, particularly in the College of Health Sciences, operate with a 12-month calendar and therefore may have longer summer sessions (with adjusted class times and approval from the Head of School or College and the Registrar). See Section 60.16: Credit Hour Policy for more information.

Per the Collective Bargaining Agreement, “Regardless of the number of courses taught by an adjunct faculty member per semester, per academic year or any number of years, teaching assignments to adjunct faculty members do not constitute a tenured or tenure-track position,

nor do such teaching assignments constitute an offer of non-tenure track full- or part-time employment by the University."

Part-time and adjunct faculty members in addition to teaching their classes are expected to confer with individual students as needed, to support and follow the regulations and procedures of the University, and to report grades according to the published due dates, and to fulfill all other responsibilities provided for by the Collective Bargaining Agreement. If they record an Incomplete, they are expected to make arrangements with the student for the completion of the requirements of the course. See Section 50.04 Undergraduate Grading Policies for more information.

Per the Collective Bargaining Agreement, "Adjunct faculty members may be required by Department Chairs to attend Departmental meetings." While attendance at other official University ceremonies and faculty meetings (e.g., open Senate meetings and full faculty meetings) is not required of adjunct faculty members, they are invited to attend. Arcadia University welcomes their active participation in discussions and their ideas for improving the academic program and other aspects of the University. It is the intention and sincere wish of the University that part-time and adjunct faculty members should feel part of the University community and share in its activities.

20.23 Part-Time Faculty Leaves

Revised September 7, 2015

No leaves are made available to part-time faculty members.

30.00 Public Safety and Emergency Procedures

Revised September 7, 2015

This section includes information on parking on campus and other safety-related issues.

30.01 Public Safety and Emergency Procedures

Revised October 17, 2024

The Department of Public Safety maintains up-to-date information about campus alerts, emergencies, and closures in addition to recommendations on how to respond to acts of violence, fires, weather storms, hostage situations, sexual assaults, and more. This page also includes the Campus Security Authority Incident Report Form and information about how to enroll in Arcadia's emergency notification system, SendWordNow. View the [Emergency Communications](#) website for more information.

30.02 Parking

Revised October 17, 2024

All vehicles parked on campus or on campus-owned lots must be registered with the Department of Public Safety. A parking permit will be issued and must be displayed as instructed. Vehicles without current permits will receive a parking violation citation. All students, faculty, staff, and visitors/guests are expected to observe campus parking and traffic regulations and posted speed limits. View [Parking on Campus](#) for more information on parking regulations, fees, payment and appeal processes, and procedures for visitor and guest parking. See also the Arcadia University [Campus Map](#).

30.03 Safety and Security

Revised October 17, 2024

Campus safety and security are priorities at Arcadia University. Arcadia employs a trained public safety staff to maintain a safe environment for the University community. Public Safety Officers patrol the campus 24 hours a day, operate an around-the-clock communications system, and are trained in first aid, AED, Narcan, and CPR. Public Safety Officers will also provide escort services from one building to another and to and from the parking areas upon request of any member of the community. Visit [Campus Safety](#) for more information.

30.04 Health Policies

Revised October 17, 2024

Arcadia University recognizes its responsibility to create and to disseminate guidelines and procedures concerning health issues that could impact the Arcadia community. To that end, it has developed a Blood Borne Pathogen Plan in response to the Occupational Safety and Health Administration's (OSHA) Occupational Exposures to Bloodborne Pathogens in Title 29 Code of Federal Regulations 1910.1030 and as revised in 2001 by the Needlestick Safety and Prevention

Act P.L. 106-430. Copies of the plan can be obtained from the Office of Human Resources or from the Environmental Health and Safety Officer.

40.00 Academic Support Services

Revised October 17, 2024

This section includes information on academic services as well as direct support for faculty such as professional development funds, faculty development funds, and guidelines for seeking grants.

40.01 First-Year Mentoring Program

Revised October 17, 2024

While the Department Chair should be the primary source of information regarding the formal and informal rules governing the Department and University operations, it can also be helpful to seek advice from a colleague outside the Department. Colleagues can provide additional guidance and assist in expanding your campus network beyond your field. To that end, the University maintains a program of informal mentoring whereby new full-time, tenure-track and non-tenure track faculty are linked with a tenured faculty member from a Department other than their own in order to gain a broader perspective about campus life. Mentors are assigned through the Promotion and Tenure Committee in cooperation with the Office of the Provost, and each is expected to serve in that capacity during the faculty member's first two semesters on campus. A memo will be sent from the Office of the Provost, conveying to each new full-time faculty member their first-year mentor.

40.02 Professional Development Funds

Revised October 17, 2024

Professional Development Funds

The University encourages faculty members to attend and participate in professional meetings. Written requests for such financial assistance, including an estimate of costs and endorsement of the Department Chair, must be presented in advance to the Head of the faculty member's School/College. If the request is approved in whole or in part, the faculty member submits an itemized account of allowable expenses to the Office of the Head of their School/College upon completion of the trip. Copies of the forms used for travel and reimbursement are located on myArcadia on the [Finance Forms](#) page.

Faculty members planning to attend a professional meeting in the forthcoming year are requested to inform the Department Chair in the spring of the current year when budgets are in preparation and to identify the reimbursable costs. This typically occurs as part of the Faculty Annual Report, which full-time faculty submit in July. In the Faculty Annual Report, faculty are also expected to discuss their goals for the next academic year as well as their teaching, service, and scholarship throughout the year. The Department Chair will report the information to the appropriate Head of School/College so that it can be considered in allocating funds for travel.

Faculty Development Funds

Small grants are available to faculty to support scholarly, artistic, and/or curricular projects proposed either by individual faculty, individual Departments, or groups of faculty or Departments. All full-time faculty, active and retired, are eligible for but not guaranteed Faculty Development Funds. It will be the responsibility of Department Chairs to notify faculty of this opportunity. Guidelines for Faculty Development Fund (FDF) awards are available on MyArcadia; search for "Faculty Development Request Form" in the [Forms & Files](#) menu.

40.03 Additional Support

Revised October 17, 2024

Additional support for professional development and faculty scholarship may be available. Full-time faculty are encouraged to reach out to their Department Chair, the Head of their School/College, or the Office of the Provost for additional information. Note the following:

- Release time for projects may be requested from the Department Chair and the Head of their School/College. Final approval comes through the Office of the Provost.
- Faculty members are welcome to take Arcadia courses for enrichment at no charge on a space-available basis.
- Additional faculty development activities and opportunities may be made available throughout the academic year. Faculty are encouraged to review the Arcadia newsletter and email announcements for more information from the Office of the Provost; the Center for Teaching, Learning, and Mentoring (CTLM); the Faculty Senate Work and Welfare Committee; and other units on campus.

40.04 Endowed Faculty Chairs, Awards, and Prizes

Revised September 7, 2015

The Frank and Evelyn Steinbrucker '42 Endowed Chair

The Steinbrucker Chair is held by a tenured, senior member of the Arcadia University faculty for a period of two years. In some cases, the term may be extended to three years. Although faculty members in all disciplines are eligible, preference will be given to an associate or full professor working in the social sciences. He or she will have compiled a distinguished record of teaching, professional achievements, and service to the University, and will have shown considerable leadership ability. Applicants will be expected to submit a prospectus for a major project designed to fulfill one or more elements of the Arcadia University Mission Statement through the enhancement of the curriculum, pedagogy, and/or student-faculty interaction. This project should be capable of being brought to fruition within two-to-three years and should hold strong promise of making a permanent contribution to the further development of academic life at the University.

Financial and logistic support provided may take one or more of the following forms: a supplemental sabbatical stipend; reduction of teaching load (which may precede or follow a sabbatical); a sabbatical from service; secretarial or clerical assistance; travel subsidies; money to purchase equipment, supplies, and materials; a budget for consultants and guest speakers

(when appropriate); and, in exceptional cases, temporary salary augmentation. Annual funding will be in the range of \$20-\$30,000. Announcement of the award, including application and selection procedures, comes from the Provost's Office and submission date is spring of the open year.

The Stacy Anne Vitetta '82 Professorship

Preference for this Professorship is given to tenure-track assistant professors who work in the natural sciences and have been teaching full-time at Arcadia University for a period of six years or less. The recipient holds the professorship for two consecutive years with an annual stipend of up to \$20,000, which may be used for independent research, the enhancement of teaching skills, and/or curriculum development. Announcement of the award, including application and selection procedures, comes from the Provost's Office. Submission deadline is usually in the spring of the open year.

Ellington Beavers Fund for Intellectual Inquiry

Faculty awards under this program are intended to provide both time freed from normal responsibilities and funds to support expenses associated with scholarly work (including student co-investigators and assistants). The primary goal of the awards, consistent with the overall purpose of the institution and the Ellington Beavers Fund, is the enhancement of our educational program, either directly or indirectly.

All full-time faculty who are expected to return to Arcadia University for at least the subsequent two years are eligible to apply for these awards, including those who are tenured, probationary, and non-tenure track. Preference will be given to junior faculty. Awards may not be given to the same individual more than once in any three-year period. Announcement of the award, including application and selection procedures, comes from the Provost's Office and submission date is in the spring semester.

Dr. Thomas P. Dougherty Endowed Faculty-Student Research Fund

In July of 1997, family and friends of the late Tom Dougherty, an Arcadia University faculty member from 1994 to 1997, established the Dr. Thomas P. Dougherty Endowed Faculty-Student Research Fund. The Deed of Gift states that the funds are to be used for "assisting in the education of capable young men and women and the development of [the research potential] of junior faculty members in the sciences," with preference given to work in the disciplines of chemistry and physics.

The Deed of Gift goes on to state that, in selecting the recipient, due consideration is to be given not only to the quality of the research proposal and the individual's need for assistance, but also to his or her willingness to actively involve one or more students in the research process and to establish thereby a mentoring relationship. Announcement of the award, including application and selection procedures, comes from the Provost's Office and the submission date is in the spring semester.

Professor of the Year Award

Arcadia University annually recognizes one of its most outstanding faculty members by designating him or her as "Professor of the Year." The purpose of the award is to recognize people who, through their outstanding professional competence, affect the lives and careers of students and contribute to the overall welfare of our society.

Following the criteria established by the Carnegie Foundation for the Advancement of Teaching in their national competition for Professor of the Year, the Selection Committee looks for (1) extraordinary dedication to teaching, (2) service to the institution and the profession, (3) a scholarly approach to teaching, (4) evidence of impact on, and involvement with, students, and (5) support materials from current and former students.

Announcement of the award, including application and selection procedures, comes from the Provost's Office and the submission date is in the spring semester.

Christian R. and Mary F. Lindback Distinguished Teaching Award

Each year during the spring semester, Arcadia students are invited to submit nominations for the Lindback Outstanding Teaching Award. A faculty committee meets to review student nominations. The normal selection process is for the committee to focus on the group of nominees receiving a substantial number of student nominations. Within this pool, the committee is not bound by the number of nominations as though they were votes; rather, the committee has discretion to evaluate candidates based on the nature of the nominators' written comments and their own knowledge of the candidates. Selection criteria include the nature of the teaching/learning environment created by the faculty member, his or her dedication to student needs, and imaginative curricular innovations that have been introduced in the course(s). The committee also considers the experience of the candidate, rarely giving the award to a relatively new faculty member.

Lloyd M. Abernethy Faculty Outstanding Service Award

The Abernethy Service Award is presented every two years to a full-time faculty member or professional librarian who has distinguished her/himself through an exceptional record of service to Arcadia University. A willingness to provide service to the University is regarded as implicit in employment at Arcadia. However, some individuals go beyond normal expectations to truly distinguish themselves in this regard. They help improve substantially one or more aspects of the academic environment, enrich and enliven campus life, and/or enhance the University's image and reputation in the external community. Ordinarily, the recipient will be honored for a lengthy record of service, although recognition of an extraordinary effort in a single academic year is possible. The Abernethy Award can be received only once by an individual faculty member. Announcement of the award, including application and selection procedures, comes from the Provost's Office and the submission date is in the spring semester of alternate years.

Michael L. Berger Faculty Scholars & Artists Prize

The Berger Prize provides recognition by peers of scholarly and artistic work(s) that is/are judged to evidence groundbreaking thinking or creative activity that contributes in a significant and innovative manner to knowledge or artistic expression in the recipient's field, and that brings enhanced recognition and distinction to the recipient and the University. Assuming there is a worthy recipient, the Prize will be presented every two years. The Berger Prize may be awarded to the same individual (or group) more than once. However, the Prize must be given for a different scholarly or artistic work(s), and there must be an interval of at least six years between the initial and subsequent awarding(s) of this honor to the same recipient(s).

Announcement of the award, including application and selection procedures, comes from the Provost's Office and submission date is spring of the open year.

Rosemary and Walter Blankley Endowed Chair in Education

The Rosemary and Walter Blankley Endowed Chair in Education was established in 2013 by a most generous donation from Education alumna, Rosemary Deniken Blankley '57, and Walter Blankley. This Chair is held by a member of the Arcadia University School of Education faculty for a period of three years. At the end of the term, the Chair passes to a different faculty member in the School of Education. The same individual may hold the Blankley Chair more than once, but a full term of at least three years must pass before eligibility may be reinstated.

The purpose of this fund is to support the research and projects of the selected faculty member in order to enhance the instruction and learning experienced by students in the School of Education. The fund and its administration is intended to capture the spirit of Rosemary and Walter Blankley's deep and abiding belief in the transformative power of education. The appointee will have a strong record of teaching, professional achievements, and service to the School and University, and will have shown considerable leadership potential or ability.

The Blankley Chair will provide financial and logistic support, which may take one or more of the following forms: a supplemental sabbatical stipend; reduction of teaching load (which may precede or follow a sabbatical); offset for course release; a sabbatical from service; secretarial or clerical assistance; travel subsidies; money to purchase equipment, supplies, and materials; a budget for consultants and guest speakers (when appropriate); and, in exceptional cases, temporary salary augmentation. Annual funding is pursuant to the University's endowment spending policy applied to the Blankley fund, and will initially be in the range of \$10,000-\$25,000. (The inaugural award is anticipated in 2014. Subsequent announcement materials will include updated funding amounts.)

The application process, which will include submission of a prospectus for a major project, is open to all full-time, tenured faculty members in the School of Education. Announcement of the Chair comes from the Chair of the School of Education and includes application and selection procedures. Submission deadline is usually early spring of the open year.

50.00 Academic Policies

Revised October 17, 2024

This section covers academic policies affecting faculty (e.g., reports, evaluations, and sabbaticals, etc.) as well as those affecting students (e.g., undergraduate withdrawal, academic amnesty, etc.). Policies on courses are located in Section 60.00 and policies on promotion and tenure are located in Section 80.00.

50.01 Reports and Teaching Evaluations

Revised October 17, 2024

Course Evaluations

The Office of Institutional Research and Effectiveness administers course evaluations to each class each semester. Electronic results are sent to the faculty member and the Department Chair. All faculty are expected to review their evaluations upon receipt, and full-time faculty are expected to reflect, in their Faculty Annual Reports, upon the feedback provided. Department Chairs and/or Program Directors are also expected to review the evaluations of all faculty members upon receipt and to report any comments raising issues of bias, discrimination, or harassment to the Office of Equity and Civil Rights.

Full-time faculty maintain the right to determine who may review their course evaluations outside of the Head of their School/College, Department Chairs and/or Program Directors, the Office of General Counsel, the Office of Equity and Civil Rights, the Office of Human Resources, the Promotion and Tenure Committee, and official University committees formally charged with evaluation of faculty. For adjunct faculty, see Sections 11.3 and 11.4 of the Collective Bargaining Agreement for information on the course evaluation and review processes.

Faculty Annual Reports

Each full-time faculty member's performance and progress is reviewed annually through the Faculty Annual Report. Such reports are designed to assist the faculty member with their professional development. The Faculty Annual Report allows space for the Department Chair to provide feedback to each member of the Department, for faculty to reflect upon student evaluations of teaching for every course, and other prompts. The Faculty Annual Report template is distributed by the Office of the Provost each academic year.

Faculty members who wish to improve their teaching are encouraged to consult their Department Chair and other colleagues. Because Arcadia has had a long history of commitment to excellence in teaching, new faculty should not hesitate to approach any faculty member for assistance. Faculty are also encouraged to seek support from the Center for Teaching, Learning, and Mentoring (CTLM).

Departmental Reports

The Departmental reports consist of the Annual Report of the Department by the Department Chair.

50.02 Service Sabbaticals

Revised October 17, 2024

All full-time faculty may apply for sabbatical from service on committees and other governance activities for a fixed and limited period of time (up to one full academic year). Faculty are eligible for a sabbatical from service based on past service and/or current personal or professional commitments. Applications should be made to the Work and Welfare Committee of the Faculty Senate, which will make a recommendation to the Office of the Provost for final approval. No more than 10% of the faculty may be on service sabbatical at one time. Information regarding sabbaticals from teaching is located in Section 90.19 in the Faculty Handbook.

50.03 Undergraduate Registration

Revised October 17, 2024

Information on undergraduate registration is located on the [Undergraduate Course Registration Policies](#) webpage.

50.04 Undergraduate Withdrawal and Academic Amnesty

Revised October 17, 2024

Information on undergraduate withdrawal and academic amnesty is located on the [Undergraduate Academic Policies](#) webpage.

50.05 New Course Proposal Guidelines

Revised October 17, 2024

The Faculty Senate Academics Committee reviews all proposals for new courses, new programs, new certificates as well as program revisions and suspensions. Guidelines for these proposals are found on the [Faculty Senate Committees](#) webpage, under the Academics Committee subsection labeled Proposals.

50.06 Guidelines for Copying Books and Periodicals

Revised October 17, 2024

The purpose of the following guidelines is to state the minimum and not the maximum standards of educational fair use under Section 107 of the Copyright Act, at 17 U.S.C. §107. The parties agree that the conditions determining the extent of permissible copying for educational purposes may change in the future; that certain types of copying permitted under these guidelines may not be permissible in the future; and conversely that in the future other types of copying not permitted under these guidelines may be permissible under revised guidelines. Moreover, the following statement of guidelines is not intended to limit the types of copying permitted under the standards of fair use under judicial decision and which are stated in Section

107 of the Copyright Revision Bill. There may be instances in which copying that does not fall within the guidelines stated below may nonetheless be permitted under the criteria of fair use.

Guidelines

1. *Single Copying for Teachers:* A single copy may be made of any of the following by or for a teacher at their individual request for their scholarly research or use in teaching or preparation to teach a class: a) a chapter from a book; b) an article from a periodical or newspaper; c) a short story, short essay or short poem, whether or not from a collective work; and d) a chart, graph, diagram, drawing, cartoon or picture from a book, periodical, or newspaper.
2. *Multiple Copies for Classroom Use:* Multiple copies (not to exceed in any event more than one copy per pupil in a course) may be made by or for the teacher giving the course for classroom use or discussion; provided that: a) the copying meets the tests of brevity and spontaneity as defined below; b) the copying meets the cumulative effect test as defined below; and c) each copy includes a notice of copyright.

Definitions

1. **Brevity**
 - a. *Poetry:* a complete poem if less than 250 words and if printed on not more than two pages or, from a longer poem, an excerpt of not more than 250 words. Numerical limits may be expanded to permit the completion of an unfinished line of a poem.
 - b. *Prose:* either a complete article, story or essay of less than 2,500 words, or an excerpt from any prose work of not more than 1,000 words or ten percent of the work, whichever is less, but in any event a minimum of 500 words. *Numerical limits may be expanded to permit the completion of an unfinished prose paragraph.*
 - c. *Illustration:* one chart, graph, diagram, drawing, cartoon or picture per book or per periodical issue.
 - d. *"Special" works:* certain works in poetry, prose, or "poetic prose" that often combine language with illustrations and that are intended sometimes for children and at other times for a more general audience fall short of 2,500 words in their entirety. *"Special works" may not be reproduced in their entirety; however, an excerpt comprising not more than two of the published pages of such special work and containing not more than ten percent of the words found in the text thereof, may be reproduced.*
2. **Spontaneity**
 - a. The copying is at the instance and inspiration of the individual teacher, and
 - b. The inspiration and decision to use the work and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.
3. **Cumulative Effect**
 - a. The copying of the material is for only one course in the school in which the copies are made.

- b. Not more than one short poem, article, story, essay, or two excerpts may be copied from the same author, nor more than three from the same collective work or periodical volume during one class term.
- c. There shall not be more than nine instances of such multiple copying for one course during one class term.
- d. The limitations stated in "b" and "c" above shall not apply to current news periodicals and newspapers and current news sections of other periodicals.

Prohibitions

Notwithstanding any of the above, the following shall be prohibited:

1. Copying shall not be used to create or to replace or substitute for anthologies, compilations, or collective works. Such replacement or substitution may occur whether copies of various works or excerpts there from are accumulated or are reproduced and used separately.
2. There shall be no copying of or from works intended to be "consumable" in the course of study or of teaching. These include workbooks, exercises, standardized tests, and test booklets, and answer sheets and like consumable material.
3. Copying shall not: a) substitute for the purchase of books, publisher's reprints, or periodicals; b) be directed by higher authority; and c) be repeated with respect to the same item by the same teacher from term to term.
4. No charge shall be made to the student beyond the actual cost of the photocopying.

50.07 Guidelines for Departmental Awards

Revised October 17, 2024

The Faculty Senate will review proposals for new Departmental awards with input from the Vice President for Development and Alumni Engagement, the Chief Financial Officer, and the Provost. Requests for new awards without funding from external donors need to be submitted to the Faculty Senate Academics Committee by December 1 of the academic year when they are first to be awarded. Because awards with funding from external donors may be negotiated off-cycle and because they may need to be awarded during the summer months, as it relates to graduate programs not on a nine-month academic calendar, requests for new awards with external funding will be accepted on a rolling basis. Proposals should contain the following information:

1. Name of the award, with explanation;
2. Date when the Department wishes to begin granting the award and the occasion on which they would plan to give it (undergraduate awards are normally conferred at Honors Convocation);
3. Eligibility (e.g., majors, juniors, students applying to graduate school, etc.);
4. Estimated number of candidates who are likely to meet the eligibility criteria in any given year;
5. Selection criteria and person(s) responsible for selection;
6. Procedures in the event that no one is selected;

7. Content of the award (e.g., a book, money, etc.) and how it will be paid for (if funding is from external donors, please contact the Division of University Advancement); and
8. Number of other awards in the Department, with an explanation of why this one should be added and how it is different from the others.

The Faculty Senate will also review requests to suspend Departmental awards—those without funding from external donors—with input from the Provost. Requests to suspend an award need to be submitted to the Faculty Senate Academics Committee by December 1 of the academic year when they are to be suspended. Requests should contain the following information:

1. Name of the award, with explanation;
2. Date when the Department wishes to suspend the award
3. Content of the award (e.g., a book, money, etc.) and how it was being paid for (if funding is from external donors, please contact the Division of University Advancement); and
4. An explanation for why the award should be suspended.

50.08 Policies Specific for Graduate Programs

Revised October 17, 2024

Information on policies and procedures that are specific for graduate programs—such as those related to graduation honors, dismissal and the dismissal appeal process, academic standing, etc.—is located on the [Graduate Academic Policies](#) webpage. Note that some of these processes may differ in cohort programs such as those offered in the College of Health Sciences.

50.09 Research Misconduct Policy

Revised October 17, 2024

Arcadia faculty, staff, and students are expected to conduct research in accordance with the highest ethical standards and relevant regulations. Research misconduct is damaging to the reputation of the University and undermines the integrity and credibility of scholars. The University maintains an [Institutional Policy on Research Misconduct](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies.

50.10 Change in Time or Place of Course

Revised October 17, 2024

Should faculty request to change the day, time, modality, or room of their course prior to the start of registration, their Department Chair or Program Director should reach out to the Registrar's Office for approval and to have that information updated in Self-Service. Once the course schedule has been published and/or registration has begun, changes in day, time, or modality must be approved by the Head of their School/College. Room changes, however, can occur through the first two weeks of the semester with approval from the Registrar's Office. Should the room be changed after the start of the semester, faculty are strongly encouraged to notify their students of the change via Canvas. Room changes will also be updated in Self-Service.

60.00 Course Policies, Procedures, and Resources*Revised September 7, 2015*

This section includes information on policies directly related to courses, such as recommendations for what should appear on the syllabus, guidelines for dealing with violations of academic integrity, and policies on absences for both faculty and students. Other academic policies can be found in Section 50.00 and policies on promotion and tenure can be found in Section 80.00.

60.01 Syllabi*Revised October 17, 2024***I. Course Syllabus**

1. Faculty should provide students with a syllabus at the first meeting of the class, either in print or electronic format via the University learning management system, Canvas.
2. Faculty reserve the right to modify or change the syllabus at any point during the course; updated editions of the syllabus should be posted online as soon as they are made and students notified of the specific changes.
3. Course syllabi must be filed with the Department in order to comply with Arcadia's [Records Management Policy](#) and accreditation requirements. Having these syllabi on file is also useful when there is a change in instructor.
4. Syllabi are expected to include the following information (unless stated otherwise by a program's accrediting body), though the order is up to the discretion of the faculty member:
 - a. Title, Department, and number of the course
 - b. Prerequisites and corequisites for the course, if any
 - c. Faculty name(s), work telephone number and email address, office location, and available office hours
 - d. A full bibliographical reference for required reading materials that should be purchased for or used in the course
 - e. A clear description of any other materials or supplies that must be purchased
 - f. Course objectives and/or student learning outcomes
 - g. An explanation of the instructor's policy relative to attendance and absences
 - h. The basis for grading in the course
 - i. Information on the [Office of Equity and Civil Rights/Title IX](#), including acknowledgment that faculty are mandated reporters
 - j. Information on [Disability Support Services](#)
 - k. Information about the use of any plagiarism-detection software, if any, with reference to the [Code of Academic Responsibility](#)
 - l. The course outline (see below)

II. Course Outlines

1. The tentative course outline should include the following information (unless stated otherwise by a program's accrediting body) when appropriate:

- a. A week-by-week schedule of topics or a schedule of modules, reading assignments, examinations, and other assignments (such as reports, essays, field trips, etc.)
- b. Identification of key semester dates, such as the end of the drop/add period, the deadline to withdraw from the course with a grade of W, and semester breaks (e.g., the Thanksgiving Holiday or Spring Break)
2. Note that some graduate programs may not follow the same key semester dates as listed in the academic calendar and should adjust accordingly.

III. Additional Required Information

1. The following material should either be included in the course syllabus or posted on the course Canvas page for ease of student access:
 - a. Information on availability of tutoring and other support services
 - b. A link to information on [Violations of the Code of Academic Responsibility](#)
 - c. A link to information on [Procedures for Reporting Violations and Determining Responsibility](#)
 - d. A link to the [Student Handbook](#) and, when appropriate, individual Departmental or programmatic handbooks

60.02 Code of Academic Responsibility

Revised October 17, 2024

The life of any academic community depends on the integrity and honesty of its members. It is a serious violation of the norms of the academic community to appropriate the ideas of other people without credit or permission, and it is important to learn to differentiate between exploitation and the legitimate use of the ideas of others. The University maintains a Code of Academic Responsibility, located in the [University Regulations and Policies](#) section of the [Student Handbook](#), to provide guidance to students on procedures related to examinations, tests, quizzes, papers, reports, laboratory work, and other projects. The Student Handbook also explains violations of the Code of Academic Responsibility and procedures for reporting violations and determining responsibility. Faculty must include and/or link to the Code of Academic Responsibility in their course syllabi or on their course Canvas pages.

60.03 Ownership of Written Work, Examinations, and Projects

Revised October 17, 2024

Arcadia University acknowledges that its students own the intellectual and creative contents of the work that they produce in their academic courses. Student essays, for example, are the property of the students who wrote them, and faculty members at all levels should be prepared to return essays to their students after they have been evaluated.

Arcadia University makes a distinction, however, between ownership of the intellectual contents of students' work and ownership of the actual physical object that contains those contents. Particularly in the case of examinations, faculty may choose to keep the completed exams in

their own possession since ownership of examination questions resides with the faculty member and not with the students who took the examination. Faculty have the right to retain in their possession both the questions and answers on objective examinations or on objective portions of exams. Students have the right, however, to be shown objective examination answers if they so request. Faculty should inform students of the period of time during which students will be able to see examination materials.

Academic or creative work in which the substantive contents are inseparable from the physical object—as in the case of paintings, jewelry, musical performances that have been recorded and the like—constitute a separate category as regards the questions of ownership. In such cases, the student is deemed the essential owner of both the contents and the physical object in question, even though the faculty member must have the discretionary right to use and even influence the creation of such objects for valid pedagogical reasons.

Should a conflict arise over whether the student or the faculty member owns a given piece of work, students and faculty alike will be entitled to refer the matter to the Provost for consideration.

60.04 Guidelines for Independent Study

Revised October 17, 2024

Definition of Independent Study

As defined at Arcadia University, Independent Study is independent of the classroom but not totally without guidance, supervision, and periodic assessment throughout the semester by the faculty supervisor. Specifically, Independent Study is an individual project under the direct supervision of a faculty member in an area in which the student has had prior education, formal training, or experience.

Guidelines for Undergraduate Independent Studies

1. By the end of the drop/add period, students should submit the Application for Undergraduate Independent Study/Research/Internship Form, located on the [Undergraduate Forms](#) page.
2. At the beginning of the semester, the supervisor and the student must establish a schedule for conferences and submission of work during the semester.
 - a. The schedule is to include a date by which sufficient work will be submitted to the instructor to permit mid-semester evaluation.
 - b. If the work is not satisfactory, a mid-semester warning to the student should be given as in other courses.
3. Students whose Independent Study is a non-verbal subject (i.e., in fine arts, theater, music) should be encouraged to submit a written component to the project.
4. The final paper, project, or product must be submitted to the supervisor in sufficient time before the end of the semester to allow for necessary revisions suggested by the supervisor before final grades must be determined.
5. Matriculated students may enroll in only one Independent Study per semester.

Guidelines for Graduate Independent Studies

1. By the end of the drop/add period, students should submit the Independent Study/Research in All Departments Form or, if appropriate, the Independent Research Form (Graduate English Programs), located on the [Graduate Forms](#) page.
2. As part of the form, students will be asked to provide the following, but not limited to:
 - a. an explanation of why they are requesting an Independent Study,
 - b. a relatively detailed description of the proposed project,
 - c. a partial bibliography (sufficient to indicate some prior research and sufficient resources available to pursue the study), and
 - d. a date by which work is to be completed.
3. The final paper, project, or product must be submitted to the supervisor in sufficient time before the end of the semester to allow for necessary revisions suggested by the supervisor before final grades must be determined.
4. Matriculated students may enroll in only one Independent Study per semester.
5. A student may not enroll for independent study/research in order to cover the content of a regular course or to receive additional credit for a course already taken.

60.05 Undergraduate Attendance, Examination, and Grading Policies

Revised October 27, 2024

Information about undergraduate attendance, examination policies, and grades is located on the [Undergraduate Academic Policies](#) webpage.

60.06 Graduate Grading Policies

Revised October 27, 2024

Information on graduate grading policies, repeating courses, and the grade appeal process is located on the [Graduate Academic Policies](#) webpage.

60.07 Faculty Absences

Revised October 17, 2024

I. Notification of Students

1. Faculty members are responsible for meeting with all scheduled classes. If a faculty member must be absent due to illness or other reasonable cause, they should notify their students far enough in advance to prevent needless travel.
2. All faculty should have a clear method of communication (e.g., phone, email, posting on Canvas, etc.) to notify students of emergency cancellations.
3. Faculty are also strongly encouraged to remind their students to sign up for Arcadia's Emergency Notification System, SendWordNow.
4. Meaningful alternate assignments or make-up classes should be scheduled to compensate for any classes missed.

II. Notification of the Department Chair and Head of School/College

1. Faculty members must notify the Department Chair of all scheduled classes that do not meet.
2. If a faculty member is absent too often, the Department Chair should discuss this with them and, if necessary, with the appropriate Head of School/College.
3. If a faculty member has a unique professional opportunity that requires absence from the campus for more than one week, they must get prior approval from the Department Chair and from the Head of their School/College.
 - a. The faculty member is responsible for making arrangements to cover their classes and other on-campus obligations.
 - b. The Department Chair and the appropriate Head of School/College must also approve these arrangements.
 - c. Final authority rests with the Head of School/College.

60.08 Enrollment of Family Members in Faculty Classes

Revised October 17, 2024

No policy or practice should be permitted that allows colleagues or students to doubt the objectivity of faculty in grading and/or treatment. Therefore, in the matter of faculty personnel policies, faculty are restricted in their involvement in decisions regarding family members and others because they present "a clear conflict of interest in the exercise of independent and objective judgment." See Section 20.11: Employment of Relatives and Consensual Relationships for more information.

By analogy, students will not be permitted to enroll in courses—credit-bearing or not—taught by members of their immediate family. Under some circumstances, this prohibition may have the effect of restricting the curricular options of the children or spouses/domestic partners of faculty who elect certain majors when studying at Arcadia University. In such cases, the Department Chair or Program Director/Coordinator should work with the student to identify an appropriate alternate course at the University or independent study to help them meet their requirements. This prohibition does not apply to students enrolled in programs through the Department of Medical Science and the Department of Physical Therapy, as these programs have adopted a co-teaching model in which faculty have touchpoints in each class. These programs have implemented measures (such as joint test development) to mitigate any potential conflict of interest.

60.09 Policy on Staff Teaching Courses

Revised October 17, 2024

With the approval of their supervisor or manager, exempt staff will be permitted to teach one course at Arcadia University each semester outside of their standard work hours. Exceptions will be possible only with the approval of their supervisor or manager and the unit's senior administrator. Non-exempt staff are typically not permitted to teach courses at the University due to Fair Labor Standards Act (FLSA) requirements; exceptions must be evaluated and

approved by the Office of Human Resources and the Office of the Provost before the engagement is finalized.

60.10 Credit Hour Policy

Revised September 7, 2015

Background

The U.S. Department of Education uses the “credit hour” as a measure of ensuring consistency both within and between institutions of higher education. This is necessary for ensuring the transferability of a “credit hour” and demonstrating that a course maintains sufficient academic rigor, content, and depth.

Each institution is required to establish and enforce a definition of “credit hour” as a requirement for eligibility for federal funding. The current “Credit Hour Policy” recognizes the inherent differences of teaching and learning formats and/or delivery modality.

Definition

The U.S. Department of Education defines “credit hour” as:

“...An amount of work representing intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates not less than:

1. One hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or,
2. At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution, including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.”

Policy

Arcadia University has adopted a variant of the traditional “Carnegie Unit” as a measure of the academic experience associated with a “credit hour.” The Registrar’s Office utilizes this policy in the scheduling of courses each semester.

1. *Traditional face-to-face lecture sessions*

- A credit hour is associated with a minimum of 50 minutes per credit hour each week over a 14-week semester, plus a 15th week consisting of a final examination or project presentation.
- This is applied in the scheduling of courses such that: A 3-credit course should meet no less than 2100 minutes during the course of the semester, and a 4-credit course should meet no less than 2800 minutes during the course of the semester. In

addition, it's assumed there's 2 minutes of work performed in preparation of, or as the direct result of, each minute in the class. In a broader context, for every hour in the class, there's two hours of outside student work associated with it. Outside work is typically categorized as reading, studying, problem solving, writing, or preparation.

2. *Supervised group activities (such as laboratory, studio)*

Laboratory or studio are associated with a minimum seat time of 100 minutes per credit or imputed credit (since laboratory and studio sessions generally carry no direct credit) each week over a 14-week semester. In addition, it's assumed that for every 2 hours of directed instruction in the laboratory or studio, the students perform an additional 1 hour of outside work on their own.

3. *Supervised individual activities*

- Practicum, clinical internships, and student teaching represent a minimum of 30 contact hours for each credit hour.
- Thesis/Dissertation and Independent study represents a minimum of three hours of student work per week over the semester per credit hour.

4. *Variations*

Courses that utilize different pedagogical approaches may seek variations from the standard credit hour definitions. The expectation is that quality, quantity, and rigor of learning and academic work associated with a “credit hour” will be consistent regardless of location, teaching mode, or class duration. Variations to the standard credit hour policy are considered by approved the Undergraduate Academic Programs Committee or the Graduate Academic Programs Committee.

- **Web-facilitated face-to-face courses:** Web-facilitated face-to-face courses use online content delivery for less than 30% of the course and blended courses use online content delivery for 30 – 79% of content delivery. These courses may have a proportional decrease in scheduled “seat time” associated with a credit hour with the expectation that the additional activities correspond directly to the reduced seat time.
- **Online courses:** Courses that use online content delivery for greater than 80% of the course may meet infrequently or not at all in a face-to-face session during a semester.
- **Upper-level courses:** Some 300-level and 400-level courses are scheduled for less than the 2800 minutes of seat time because of an expectation of more than 2 hours of “outside time” for every 1 hour in class.
- **Non-standard course duration:** Credit hours awarded for learning and academic work completed in short sessions (summer session, half-semester courses, etc.) will be comparable to the standard 14+1 week semester but distributed over a shorter period of time.

60.11 Tutoring Services for Students

Revised October 17, 2024

Information about tutoring services for students—peer tutoring, group tutoring, and tutor-facilitated study groups—is located on the [Learning Resource Network](#) website.

60.12 Statutory Obligations and Support Services for Students with Disabilities

Revised October 17, 2024

The University is responsible for complying with laws prohibiting discrimination on the basis of disability, including ensuring that students with disabilities are able to fully access the University's academic programs and other activities. Faculty are responsible for implementing reasonable accommodations for students with disabilities, as outlined by the University's Office of Disability Support Services. Failure to implement such accommodations may result in a complaint of discrimination, creating legal costs and reputational harm for the University. Consequently, any faculty with questions about a specific student or accommodation should contact the Office of Disability Support Services. Information about statutory obligations and support services for students with disabilities is located on the [Disability Support Services](#) website.

70.00 Faculty Governance Bylaws

Revised October 17, 2024

As the representative body of the Faculty, the Faculty Senate is a guardian of academic policies and academic freedom. The Faculty Senate, or bodies to which it delegates authority, is a primary body to formulate, adopt, review, and revise academic programs and policies, subject to approval by the Provost, President, and Board of Trustees. The Faculty Senate is composed of the Senate Executive Committee, the Academics Committee, the Finance Committee, and the Work and Welfare Committee. View the [Faculty Governance Bylaws](#) and [Faculty Senate Procedures](#), updated and maintained by the Faculty Senate.

80.00 Third-Year Review, Tenure, and Promotion

Revised October 17, 2024

This section provides information on the third-year review process, tenure, and promotion, including timetables to be used when applying for tenure or promotion.

80.01 Scholarship

Revised August 4, 2020

Definition and Nature of Scholarship

Adapting the Oregon State University's definition, we define scholarship as ***creative intellectual work that is validated by peers and publicly communicated***. Scholarship creates something new, whether new knowledge; new interpretations; new integrations; new understandings; the development of new products, methods or procedures; and/or new programs or solutions. Additionally, scholarship emerges out of foundational theories or knowledge, situates itself between what has been accomplished by others and what might develop from the work in the future. Scholarship is an iterative process that includes rigorous assessment. A central component differentiating scholarly from non-scholarly work (and other forms of cultural production) is that the scholar participates in a community of professional practitioners; follows professional norms; and communicates with, seeks, and receives evaluation from other professionals. Building on Hutchins & Shulman¹ we propose that for an accomplishment/product to be recognized as scholarship it must be: 1) public, 2) open to analysis and validated by peers or experts, and 3) available in a form others can build on (note not all forms of scholarship will be consistently available such as productions of plays or art installations; it is enough that they were available).

Peers/Experts

Based on this definition, scholarship involves both creativity or innovation and a dialogue or conversation with peers that would serve to both communicate what has been studied and to validate the scholar's work. For validation and communication, the question of who are the peers/experts is an important one. We believe that the audience reflecting on potential scholarship should be members of the faculty's professional community or experts outside the University and thus knowledgeable about the field of inquiry. Thus, while the general public or even practitioners in the field may be the target audience, their critique alone may or may not be evidence of scholarship. Again we reiterate the important role of the Department and candidate in communicating who the appropriate peers/experts are for the various types of scholarship within their discipline.

It is our understanding that all scholarship shares certain characteristics across types and disciplines. These are presented in *Table 1: The Common Nature of Scholarship*.

¹ Hutchings, P., & Shulman, L.S. (1999). "The scholarship of teaching: New elaborations, new developments." *Change* September/October 1999: 10-15.

Table 1: The Common Nature of Scholarship: Scholarship is creative intellectual work that is validated by peers and publicly communicated. Forms of scholarship include discovery, artistic expression, integration, application and development. This table provides examples of the common elements of scholarship as applied across disciplines.

Creative Intellectual Work	Creative intellectual work generates, synthesizes, interprets, and communicates new knowledge, methods, understandings, technologies, materials, uses, insights, beauty, etc.
Publicly Communicated	Publicly communicated scholarship is available to be viewed, read, consumed, used by audiences outside of the University. Possible audiences include peers, experts, students, users, patrons, practitioners, professionals and professional organizations, the general public, etc. Means of communicating scholarship include publications, presentations, exhibits, performances, patents, copyrights, thesis, dissertations, development of materials or adoption of programs, technical assistance sites, web-based publications, etc.
Validated	Validation demonstrates that creative intellectual work is recognized, accepted, cited, adopted or used by others; that it made a difference. Criteria include accuracy, replicability, originality, scope, significance, breadth, depth, duration of influence, and impact or public benefit as determined by peers/experts/knowledgeable persons in the field outside of the University.

Types of Scholarship

We believe that Arcadia's intellectual vitality and ability to live up to its mission depend on more than the scholarship of discovery (i.e. traditionally defined academic research) and are proposing an expanded view of scholarship that is structured around five types of scholarship and the criteria that define them. These include:

- **Scholarship of Discovery** is closest to what academics have traditionally meant when speaking of research; it is inquiry that produces new disciplinary and cross disciplinary knowledge and is at the heart of many academic pursuits. Examples: analysis using experimental designs of interventions or statistical and descriptive analysis of data sets published in peer reviewed journals or presented at conferences.
- **Scholarship of Artistic Expression** includes creative work in literary, visual and performing arts and focuses on interpretations of the essence of the world around us; creates and communicates new insight and aesthetic; develops and refines methods. Examples: creative work in literary, visual and performing arts.
- **Scholarship of Integration** makes connections within and between disciplines. "Often, integrative scholarship educates non-specialists by giving meaning to isolated facts and putting them in perspective. The scholarship of integration is serious, disciplined work that seeks to interpret, draw together, and bring new insight to bear on original research."² (Glassick, 9) Examples: presentations, patents, meta-analysis.

² Glassick, Charles E., Huber, Mary T. and Maeroff, Gene I. (1997). *Scholarship Assessed: Evaluation of the Professoriate*. San Francisco: Jossey-Bass, p. 9.

- **Scholarship of Application** applies knowledge to consequential problems. “Lessons learned in the application of knowledge can enrich teaching, and new intellectual understandings can arise from the very act of application, whether in medical diagnosis, exploration of an environmental problem, study of a design defect in architecture, or an attempt to apply the latest learning theories in public schools. Theory and practice interact in such ventures and improve each other.” (Glassick, 9)³ The Scholarship of Application uses knowledge, technology, practices, etc. to develop, implement and assess new solutions to problems. Examples: program development, development of evaluation tools used in agencies.
- **Scholarship of Development** develops and communicates new technologies, materials, methods or uses; fosters inquiry and invention; develops and refines new methods. Examples: new technology; new methods of teaching, new curricula or materials.

Table 2 presents the nature of each type of scholarship as well as examples of primary audiences, means of communicating and documenting scholarship, and criteria for validation. This table is not intended to be inclusive of all possibilities but rather to communicate a clear and comprehensive set of examples to describe the various types of scholarship.

	Artistic				
	Discovery	Expression	Integration	Application	Development
Nature of Scholarship	Generated and communicates new knowledge and understanding; develops and refines methods.	Generates and interprets the new knowledge human spirit, and creates and communicates new insights and beauty; develops and refines methods.	Synthesizes and Uses communicates new or different understandings of knowledge or technology and its relevance; develops and refines methods.	technology knowledge materials for new solutions to existing problems and communicates results.	Develops and communicates new technologies, materials, methods, curricula or uses; fosters inquiry and invention; develops and refines new methods.
Primary audiences for scholarship	Professional Peers; Supporters of Research; Educators; Students; Practitioners; Publics.	Professional Peers; Experts; Patrons; Students; General Public.	Professional Peers; Professionals; Users; Educators; Students; Publics.	Professional Peers; Customers; Practitioners; Experts; Users; Educators.	Professional Peers; Experts; Users; Customers; Educators; Peers.

³ Ibid.

Primary means of communicating scholarship	Peer-reviewed publications and professional presentations; products, patents; public reviews, news reports and reports; presentations; copyrights; web resources; peer technical presentations assistance sites; and juries, dissertations or publications; capstone projects.	Shows, performances; exhibitions and publications, distribution of products, patents; public reviews, news reports and reports; presentations; copyrights; web resources; peer technical presentations assistance sites; and juries, dissertations or publications; capstone projects.	Professional presentations, and exhibitions and publications, distribution of products, patents; public reviews, news reports and reports; presentations; copyrights; web resources; peer technical presentations assistance sites; and juries, dissertations or publications; capstone projects.	Demonstrations and professional presentations to audiences; dissertations or patents; publications for users; periodicals and reports; professional publications; program development; technical assistance sites; dissertations or capstone projects.
Primary criteria for validating scholarship	Originality, scope and significance of new knowledge; applicability and benefits to society.	Originality, impact, and duration of social value; scope and influence, peer recognition, public appreciation.	Usefulness and originality of new or different understandings	Breadth, value, and persistence of use and impact.
How scholarship is documented	Summaries of primary contributions, significance and public interest, impact in advancing knowledge, new methods, validation, public benefits; recognition, communication adoption by and validation by peers; evidence of leadership and team leadership and contributions.	Summaries of primary contributions, communication of adoption by peers; evidence of leadership and team leadership and contributions.	Summaries of primary contributions, communication of adoption by peers; evidence of leadership and team leadership and contributions.	Summaries of primary contributions, communication of adoption by peers; evidence of leadership and team leadership and contributions.

team contributions.	and team contribution.	and team contributions; contributions. evaluation reports.
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80.02 Procedures for Third-Year Review

Revised October 17, 2024

Full-time faculty members with the rank of instructor or above in their third year of full-time teaching at the University are reviewed by the Promotion and Tenure Committee. This includes both tenure-track and non-tenure-track faculty. The purpose of this review is (1) to provide the faculty member, the Department Chair, and the Provost with feedback on the faculty member's progress from the perspective of representatives of the faculty as a whole, and (2) to acquaint the faculty member with the procedures to be followed in consideration for tenure or promotion. Third-year review is for the sole purpose of apprising the individual of perceived strengths and weaknesses and to give guidance in remedying any deficiencies. The resulting evaluation in no way either guarantees nor precludes the granting of continuous tenure or promotion at the end of the probationary period. Information regarding the third-year review process is as follows:

1. The criteria by which the faculty member will be reviewed are the first six criteria, as stated in Sections 80.01, 80.05, and 80.07 of the Faculty Handbook.
2. The Promotion and Tenure Committee assigns a mentor to each faculty member to be reviewed. Mentors are chosen from faculty not currently serving on the Committee who have had two or more years of service on the Committee. To provide added perspective, mentors should not be of the same Department as the faculty member being reviewed. The Office of the Provost notifies each faculty member being reviewed of the mentor assigned to them.
3. The faculty member being reviewed has the right to request from the Chair of the Promotion and Tenure Committee that a different mentor be assigned.
4. The responsibilities of the mentor are:
 - a. to answer questions on the tenure and promotion process;
 - b. to serve as a liaison between the faculty member and the Committee;
 - c. to advise on the assembling of documentary materials normally used in support of an application for tenure or promotion;
 - d. to examine, on behalf of the Committee, all these documentary materials and to report their content to the Committee;
 - e. to discuss the faculty member with the Department Chair concerned;
 - f. to present the faculty member's case to the Committee for discussion; and
 - g. to convey to the faculty member the judgment of the Committee.
5. The faculty member should contact the mentor and work out a schedule of meetings to discuss the preparation of materials for the mentor and for the Committee. The materials include all those normally used in support of an application for tenure or promotion.

6. The materials to be presented to the Committee include the following, each of which should be labeled appropriately:
 - a. Narrative (not evaluative) letter of 20 pages maximum to the Committee describing what the faculty member has done or is doing to meet each of the criteria, particularly any activities that might not be fully appreciated by Committee members from a mere listing on the curriculum vitae.
 - b. Complete, up-to-date curriculum vitae. It must include the following, though the order is up to the discretion of the faculty member:
 - i. A list of educational achievements, specifying the degree, institution, year received, majors/minors, dissertation/thesis titles, as well as any formal educational study currently in process;
 - ii. A list of professional experience, including the position, title, employer, location, and years/dates of service;
 - iii. A list of professional activities, detailing offices held and participation in professional organizations (with full names of the organizations and years/dates served); grants and proposals, whether funded or not (indicating to whom submitted, period of the grant, and amount); professional/scholarly honors and awards (indicating the wording of the award, full name of the group making the award, how the award was determined, and the year);
 - iv. A list of publications and/or papers presented, giving full bibliographical data including date of publication or presentation for each item;
 - v. A list of contributions to the University, including committee service, with years/dates of service, program development/revision activities (clearly identified), grants/proposals to support curricular innovation, and a listing of any other service to the University;
 - vi. A list of community service activities, specifying the organizations affected, the nature of the activities, and the years/dates of the activities.
 - vii. Any other item the faculty member believes might also be illuminating for the Committee and relevant to any of the criteria for tenure and promotion.
 - c. Faculty Annual Reports submitted to Arcadia University for the most recent three years, if available.
8. The materials to be reviewed by the mentor include, each of which should be labeled appropriately:
 - a. Student course evaluations (the detailed report, included comments) for the previous six semesters and any other material related to evaluation of teaching
 - i. A summary should be provided within the narrative for each set of materials.
 - ii. Faculty are also able to provide a separate document if more space is needed for reflection.
 - b. Course syllabi and related materials for courses taught in the previous six semesters, including syllabi for summer courses

- c. Materials relating to participation in professional organizations, such as calls for papers authored on behalf of a professional organization, newsletters or other documents listing the faculty member's contributions to the organization, etc.
- d. Materials relating to program development (such as proposals for new or revised majors, minors, graduate programs, and certificate programs, etc.), reports (such as the annual reports for Directors and Coordinators), etc.
- e. Grant proposals, both successful and unsuccessful
- f. Transcripts showing all graduate work completed to date
- g. Evidence of studies completed after earning a terminal degree
- h. Copies of all publications, including books, reprints of articles, reviews, catalogs, programs, dissertations, and thesis
- i. Presentations, papers, reports, or other materials delivered at professional meetings and conferences
- j. Contracts for books or proposals for books
- k. Unsolicited letters from colleagues, students, community organizations, etc.
- l. Any other item the faculty member believes might also be illuminating for the Committee and relevant to any of the criteria for tenure and promotion

9. Faculty members being reviewed should understand that it is their responsibility to provide evidence for a fair evaluation of their progress. Mentors and Committee members can take into account only the information provided to them.

10. All materials considered by the Committee or by the mentor (except those in the public domain, such as published materials), and their reactions thereto, and any discussion of the faculty member are confidential within the Committee.

11. By February 15th, the faculty member should have assembled these materials in their electronic promotion and tenure file, discussed them with the mentor, and notified the Office of the Provost that the materials are ready for review.

12. In certain cases, such as where the area of the faculty member is such that the Committee feels itself unable to judge the progress of the faculty member relative to other institutions of this size, the Committee may consult an outside evaluator for an opinion.

13. At a meeting of the Committee, the mentor will present the case of the faculty member. The faculty member's progress under each of the criteria will be discussed. The faculty member's Department Chair will be invited to meet with the Committee following this discussion to ensure that the faculty member is receiving consistent information.

14. The Office of the Provost will schedule a meeting with the mentor, the Chair of the Committee, the Department Chair, the Head of the School/College, and the faculty member to convey the views of the Committee.

15. As it relates to tenure-track faculty, feedback offered during a third-year review, including a summary letter, is not binding on the Committee's subsequent deliberation on the faculty member's candidacy for tenure or promotion.

80.03 Promotion Calendar*Revised August 4, 2020*

Date	Faculty Member	Department Chair	Head of School/College	Provost
10/15	Notify Provost, Head of School/College, and Chair, in writing, of intent to apply for promotion.			
10/15 – 12/15		Discuss each candidate applying for promotion with each tenured Departmental colleague.		
12/15	Submit all supporting materials to the Provost's Office (letters of recommendation solicited by the candidate should arrive by this date, as well). Certify to the Provost's Office that External Evaluator file is complete.	Submit names and addresses of five potential external evaluators to the Provost's Office. Submit Department letter on candidate's application for promotion to the Provost's Office.		Request evaluations from two external evaluators using a selection of supporting materials provided by the candidate.
Jan. – May		Meet with Promotion and Tenure Committee to discuss candidate's application for promotion.	Meet with Promotion and Tenure Committee to discuss candidate's application for promotion.	Deliberate with Promotion & Tenure Committee.

80.04 Procedures for Promotion

Revised October 24, 2024

When considering applications for promotion, the Promotion and Tenure Committee will take into account the number of years the candidate has been at the current rank, including service at equivalent rank at other institutions of higher learning. Practice track faculty are not eligible for tenure but are eligible for promotion.

At Arcadia University, faculty members are expected to maintain a strong understanding of current developments in their respective fields and to demonstrate continued excellence in teaching. Since Arcadia University is primarily a teaching institution, scholarly/artistic production or practice excellence combined with indifferent teaching will not generally qualify an individual for advancement. Considerable weight, however, is given to scholarship, as defined in Section 80.01 of the Faculty Handbook, when considering applications for promotion. For individuals in the practice track, practice competence/expertise is also a major consideration.

In the academic community, all faculty ranks are highly esteemed; persons in each rank are expected to fulfill their obligations at the highest possible level. This is particularly true for the rank of Professor where attaining the rank is not automatic, even to members on tenure. Elevation to the rank of Professor is contingent upon eligible individuals demonstrating exceptional professional and personal qualities. Considerable weight is given to scholarship, as defined in Section 80.01 of the Faculty Handbook, when considering applications for promotion to Professor.

I. Criteria for Promotion

In appraising the services of the Arcadia University faculty for promotion in rank, the Committee will consider the candidate's total profile. Although excellence in all the major areas described below represents the ideal goal, it is recognized that an individual may excel more in certain areas than others. The Committee has identified the following nine criteria in its consideration of promotion:

- **Performance in Teaching:** This is the most important criterion, including teaching performance in courses and the organization and supervision of experiential learning (including clinical education, internships, and other forms of off-campus education). Direct evidence of teaching effectiveness should be drawn from every reasonable source, including faculty members' estimates of their own skills and effectiveness, course evaluations, and informed views of the Department Chair and other colleagues.
- **Professional Advancement:** Professional advancement involves demonstration of growing competence across various areas, commensurate with the desired rank. Key areas for demonstrating competence include engaging in research and scholarship; integrating recent advancements in the field into course work and experiential learning; directing advanced student research; actively participating in professional societies; and furthering professional growth through activities such as writing and submitting grant proposals, delivering guest lectures and addresses, and providing consultant services. In addition, other evidence of active engagement as both an educator and scholar is

essential. Finally, holding a terminal degree in an appropriate discipline normally is expected for promotion.

- **Scholarship:** Professional achievements such as publications, exhibitions, musical or dramatic productions, presentations delivered at professional meetings, grant-funded projects, and/or other recognized creative endeavors, as detailed in Section 80.01 of the Faculty Handbook, are weighed more heavily in the consideration of promotion than in consideration of tenure.
- **Contributions to the Overall Life of the University:** Willingness to serve and dedication to service is regarded as implicit in employment at Arcadia. Faculty may demonstrate their accomplishments in this area by the following non-exclusive list of activities: Committee assignments, program revision and development, grant proposals to support University initiatives, contributions to interdisciplinary programs, student advising, activities in support of recruitment and retention of students, and participation in formal events and extracurricular activities.
- **Personal Qualities and Growth Traits:** Qualities such as character, maturity of judgment, devotion to learning, and wisdom are important aspects of personal life and growth. The University expects faculty members will increase skills in managing the student-teacher relationship, in Departmental affairs, in informal contacts with colleagues, and in professional life. The Committee will also consider the potential for continued personal growth.
- **Community Service:** Members of a University faculty are members of the local communities where they reside. Active and constructive engagement in community life allows faculty to represent the University while making valuable contributions to the community. While not determinative for promotion, such community participation demonstrates qualities that the University values.
- **Institutional Needs:** The Committee will assess whether the candidate shows flexibility, broad training, and an ability to adapt to the evolving needs of the Department and the University.
- **Economic Factors:** Decisions on promotion are influenced by the financial condition of the University. During times of restricted financial resources, careful attention must be given to this criterion. Members of the Committee take extreme care to review, weigh, and evaluate all evidence submitted on behalf of each candidate through the lens of the University's financial situation.
- **Practice Competence:** For individuals on the practice track, consideration for promotion also includes practice competence, which may include maintaining certification and continued practice in the relevant discipline, participating in continuing professional education in the discipline, and receiving nominations for an award/honor in the discipline. Evidence of excellence in practice may include national recognition for practice excellence, serving as a mentor for students in the field, recognition as a content expert, and being the recipient of an honor or award for the discipline.
 - Because competence in practice may vary by field, discipline-specific elaborations on these criteria shall be established in writing by individual Departments or Programs and approved by the Provost prior to the granting of a practice-track line.

- Practice competence is not a criteria for promotion for tenure-track faculty.

II. Responsibilities of the Candidate for Promotion

1. By October 15th, faculty members who wish to be considered for promotion should inform the Provost, Head of the School/College, and Department Chair via Email.
2. The Office of the Provost provides access for each candidate to an electronic promotion and tenure file that will house all the materials to be considered by the Committee, as submitted by the candidate, the Department Chair, and others. By December 15th, candidates should have submitted all supporting material to the Office of the Provost. The materials to be presented to the Committee include the following, each of which should be labeled appropriately:
 - a. Names and addresses of up to five potential external evaluators from outside the University, who know the candidate's field well enough to be able to write a letter about the candidate's professional competence and activities
 - b. Narrative (not evaluative) letter of 20 pages maximum to the Committee describing what the faculty member has done or is doing to meet each of the criteria, particularly any activities that might not be fully appreciated by Committee members from a mere listing on the curriculum vitae
 - c. Complete, up-to-date curriculum vitae. It must include the following, though the order is up to the discretion of the faculty member:
 - i. A list of educational achievements, specifying the degree, institution, year received, majors/minors, dissertation/thesis titles, as well as any formal educational study currently in process;
 - ii. A list of professional experience, including the position, title, employer, location, and years/dates of service;
 - iii. A list of professional activities, detailing offices held and participation in professional organizations (with full names of the organizations and years/dates served); grants and proposals, whether funded or not (indicating to whom submitted, period of the grant, and amount); professional/scholarly honors and awards (indicating the wording of the award, full name of the group making the award, how the award was determined, and the year);
 - iv. A list of publications and/or papers presented, giving full bibliographical data including date of publication or presentation for each item;
 - v. A list of contributions to the University, including committee service, with years/dates of service, program development/revision activities (clearly identified), grants/proposals to support curricular innovation, and a listing of any other service to the University;
 - vi. A list of community service activities, specifying the organizations involved, the nature of the activities, and the years/dates of the activities;
 - vii. Any other item the faculty member believes might also be illuminating for the Committee and relevant to any of the criteria for promotion.

1. If a candidate has a question about the advisability of submitting certain information, the candidate should consult with the Committee Chair or the Provost.
 2. The final decision whether to submit certain material lies strictly with the candidate.
- d. Faculty Annual Reports submitted to Arcadia University for the most recent three years
- e. Student course evaluations (the detailed report, including comments) for the previous six semesters and any other material related to evaluation of teaching
 - i. A summary should be provided within the narrative for each set of materials.
 - ii. Faculty are also able to provide a separate document if more space is needed for reflection.
- f. Course syllabi and related materials for courses taught in the previous six semesters, including syllabi for summer courses
- g. Materials relating to participation in professional organizations, such as calls for papers authored on behalf of a professional organization, newsletters or other documents listing the faculty member's contributions to the organization, etc.
- h. Materials relating to program development (such as proposals for new or revised majors, minors, graduate programs, and certificate programs, etc.), reports (such as the annual reports for Directors and Coordinators), etc.
 - i. Grant proposals, both successful and unsuccessful
 - j. Transcripts showing all graduate work completed to date
 - k. Evidence of studies completed after earning a terminal degree
- l. Copies of all publications, including books, reprints of articles, reviews, catalogs, programs, dissertations, and thesis
- m. Presentations, papers, reports, or other materials delivered at professional meetings and conferences
- n. Contracts for books or proposals for books
- o. Unsolicited letters from colleagues, students, community organizations, etc.
- p. Any other item the faculty member believes might also be illuminating for the Committee and relevant to any of the criteria for tenure and promotion

3. Candidates should understand that it is their responsibility to provide evidence of their qualification for promotion. Committee members can take into account only the information with which they are provided.
 - a. The candidate should not assume the Committee has any prior knowledge or information; the candidate should verify that every bit of relevant material or documentation has in fact been received by the Office of the Provost.
 - b. The Provost may also seek additional information from other appropriate sources and present it in written form to the Committee. This file should be shared with the candidate's Head of the School/College by January 5th.
4. By December 15th, optional personal letters of recommendation on the candidate's behalf from professional colleagues from outside the University should be sent directly from the writer and received by the Office of the Provost.

5. By December 15th, the candidate should certify with the Office of the Provost that the External Evaluators' file is complete.

III. Responsibilities of the Department Chair

1. By December 15th, Department Chairs concerned must submit to the Provost an evaluation of each candidate from their Department and a recommendation for or against promotion. The letter of recommendation should specifically address in sequence the first seven criteria for promotion and the general qualification by rank set forth above. For candidates on the practice track in the College of Health Sciences, the letter should also address the ninth criteria.
2. Before writing the recommendation, Department Chairs must discuss the candidate with each tenured member of the Department. The recommendation should reflect both the Chair's evaluation and the views of other Department members with tenure. The Committee urges that all tenured members of the Department read and sign the recommendation.
3. By December 15th, the Department Chair, in consultation with the candidate, should submit a list of names and contact information for at least five (5) possible external evaluators to the Provost. Faculty are encouraged to submit information for more external evaluators, if possible. Upon receipt of the letters, the Office of the Provost will make them available to the Committee.
 - a. External evaluators should not have a personal relationship with the candidate.
 - b. Candidates and external evaluators may have a professional relationship, but they should not have worked with the candidate in any capacity that could appear on the candidate's CV (e.g., co-creator, co-author, editor, or equivalent).
 - c. Candidates and external evaluators should not have attended or been employed by the same institution at the same time.
4. The Committee is required to submit samples of professional work, course syllabi, and the curriculum vitae of candidates for promotion to associate and full professor to external evaluators. Two or three reviewers will be chosen from a list of five people supplied by the Department Chair in consultation with the candidate.
5. When a Department Chair is a candidate for promotion, the Promotion and Tenure Committee will select a senior faculty member from that same Department to write the recommendation. This faculty member must consult the appropriate members of the Department before writing the recommendation.
 - a. If the Department in question lacks a senior faculty member, a person with that status from a related discipline in another Department will be chosen.
 - b. A candidate's application for promotion will not be affected adversely by their service as Department Chair, although it may constitute positive evidence under the criterion of "Contribution to the Overall Life of the University."

IV. Responsibilities of the Head of the School/College

1. The Head of the School/College will meet separately with the Promotion and Tenure Committee at approximately the same time as the candidate and the Chair meet with the Committee to share their views on each candidate from their School/College.

V. Responsibilities of the Promotion and Tenure Committee

1. The Office of the Provost makes all appropriate materials submitted by the candidates, their Department Chair, and others available to each member of the Committee. Materials, which are impractical to duplicate, are kept in the Office of the Provost for perusal by the Committee members.
2. All materials considered by the Committee (except items in the public domain, such as published materials), and their reactions thereto, and their discussion of the candidate, are confidential within the Committee.
3. At the beginning of the Spring semester, the Committee begins a series of meetings to discuss and arrive at a recommendation for each candidate. Ordinarily, the qualifications of all candidates are discussed in detail before a vote is taken on any one of them.
4. After the Committee has opened discussion about a candidate, but before a vote is taken, the candidate, the Department Chair, and the Head of the School/College will be invited to meet separately with the Committee. It is expected that at this time the candidate will be given the opportunity to respond to any specific concerns of the Committee and, subsequent to the meeting, to submit additional relevant material within a reasonable time. But it should be understood that the Committee is not obliged to act only on the basis of the considerations discussed at this meeting nor does this meeting affect in any way the candidate's rights as spelled out in other parts of this document.
5. Voting (separately on each candidate) is by secret ballot. The Chair counts the ballots and reports the outcome to the Committee. Voting does not take place until the Committee members agree that individually each of them is ready to make a decision on the candidate. No abstentions from voting are permitted and no vote is taken unless all members are present.

VI. Responsibilities of the Provost

1. When decisions have been reached regarding all candidates for promotion, the Provost conveys to the President the recommendations of the Promotion and Tenure Committee. No one other than the Provost or the President is to inform the candidate or anyone else of the Committee's recommendation or to debate it with the candidate or anyone else at any time.
 - a. If the President does not approve the Committee's recommendation for or against promotion, the President will meet with the Committee to discuss any concerns and to review matters related to their recommendation.
 - b. If agreement is not reached, the President may reject the recommendation, superseding the Committee's decision. The President will notify the Committee in writing of the decision and the reasons for it.
 - c. If the President rejects the recommendation, they will inform the Board of Trustees, the Provost, the Chair of the Committee, the appropriate Head of the School/College, the Department Chair, and the candidate, in writing, of the decision.

2. In the case of candidates recommended for promotion by the Committee and in which the decision is supported by the President, the Provost will notify the candidate of the tentative decision and forward the recommendation to the Educational Quality and Student Success Committee of the Board of Trustees, which reserves the right to assure that the appropriate policies and procedures have been and are being followed.
 - a. In cases where an affirmative recommendation for promotion by the Promotion and Tenure Committee is rejected by the Educational Quality and Student Success Committee of the Board of Trustees, the President will inform the candidate of the Committee's decision.
 - b. In cases where an affirmative recommendation for promotion by the Promotion and Tenure Committee is supported by the Educational Quality and Student Success Committee of the Board of Trustees, the recommendation is forwarded to the full Board for final approval.
3. In the case of candidates not recommended for promotion by the Promotion and Tenure Committee and in which the decision is supported by the President, the Provost will communicate the outcome to the candidate.

VII. The Grievance and Appeals Process

1. Candidates not recommended for promotion may, through the Committee Chair, request the Committee to reconsider the case within the same academic year in which the decision was rendered, if they have substantial new information relevant to the case to present.
2. On receipt of a request to reconsider and after the Committee has read the new material, the Committee votes on whether the new information is sufficiently substantial to warrant a reconsideration of the case. If two members of the committee vote to reconsider the case, then discussion is reopened following the procedures in regard to voting, reporting to the President, and informing the candidate as described above.
3. The candidate may also request reconsideration on the basis of alleged violations of procedures governing the actions of the Committee. If the Committee agrees that there were procedural violations, the case will be reopened.
4. If the original recommendation is reconfirmed, the candidate may file a complaint with the Work and Welfare Committee of the Faculty Senate, which has among its duties that of serving as the Grievance Committee.
 - a. When dealing with a grievance involving promotion, the Work and Welfare Committee reviews the procedures followed by the Promotion and Tenure Committee in the aggrieved person's case.
 - b. The Work and Welfare Committee is not empowered to deal with matters of substance (i.e., the Promotion and Tenure Committee's specific evaluation of whether the faculty member meets the criteria for promotion).
 - c. In grievances relating to promotion, persons on the Work and Welfare Committee who have participated in the original decision are disqualified from serving.

- d. If at least five members of the Work and Welfare Committee are not qualified to serve, the Faculty Senate must ensure that the Grievance Committee has five members by adding to it members of the Senate in order of faculty seniority.
- 5. If, after suitable inquiry and discussion, the Grievance Committee judges that there had been any omissions or errors in the procedures followed by the Promotion and Tenure Committee in the complainant's case, the latter Committee is required to carry through with omitted procedures and correct procedural errors. It must then reconsider the recommendation in light of the results of these additional procedures and corrections.
- 6. The Committee reports to the Work and Welfare Committee on its corrected procedures and to the President on its recommendation regarding promotion for the candidate.

80.05 Tenure Calendar

Revised August 4, 2020

If tenure is granted, it becomes effective when the faculty member is notified of the Board of Trustees' decision.

Date	Faculty Member	Department Chair	Head of School/College	Provost
Spring semester	Inform the Provost, Head of School/College and Chair of their application for tenure.			
Spring semester		Discuss each candidate for tenure with each tenured Departmental colleague and with Departmental P&T Committee.		Notify candidates of supporting materials needed.
9/15	Submit all supporting materials to the Provost's Office. (Letters of recommendation solicited by the candidate should arrive by this date, as well).	Submit Department letter on candidate's application for tenure to the Provost's Office.		Request letters from two external evaluators and provide supporting materials for review.

		evaluators to Provost.		
Fall semester	Meet with P&T to discuss application for tenure.	Meet with P&T to discuss the candidate's application for tenure.	Meet with P&T to discuss the candidate's application for tenure.	Deliberations with P&T.

80.06 Procedures for Tenure

Revised October 17, 2024

I. Criteria for Tenure

In appraising the services of the Arcadia University faculty for tenure, the Committee will consider the candidate's total profile. Although excellence in all the major areas described below represents the ideal goal, it is recognized that an individual may excel more in certain areas than others. The Committee has identified the following eight criteria in its consideration of tenure:

- **Performance in Teaching:** This is the most important criterion, including teaching performance in courses and the organization and supervision of experiential learning (including clinical education, internships, and other forms of off-campus education). Direct evidence of teaching effectiveness should be drawn from every reasonable source, including faculty members' estimates of their own skills and effectiveness, student evaluations, and informed views of the Department Chair and other colleagues.
- **Professional Advancement:** Professional advancement involves demonstration of growing competence across various areas, commensurate with expectations for faculty with tenure. Key areas for demonstrating competence include engaging in research and scholarship; integrating recent advancements into course work and experiential learning; directing advanced student research; actively participating in professional societies; furthering professional growth through activities such as writing and submitting grant proposals; delivering guest lectures and addresses; and providing consultant services. In addition, other evidence of active engagement as both an educator and a scholar is essential. Finally, holding a terminal degree in an appropriate discipline normally is expected for tenure.
- **Scholarship:** Professional achievements such as publications, exhibitions, musical or dramatic productions, presentations delivered at professional meetings, grant-funded projects, and/or other recognized creative endeavors as detailed in Section 80.01 of the Faculty Handbook are considered in granting tenure.
- **Contributions to the Overall Life of the University:** Willingness to serve and dedication to service is regarded as implicit in employment at Arcadia. Faculty may demonstrate their accomplishments in this area by the following non-exclusive list of activities: committee assignments, program revision and development, grant proposals to support University initiatives, contributions to interdisciplinary programs, student advising, activities in support of recruitment and retention of students, and participation in formal events and extracurricular activities.

- **Personal Qualities and Growth Traits:** Qualities such as character, maturity of judgment, devotion to learning, and wisdom are important aspects of personal life and growth. Arcadia expects that faculty members will increase skills in managing the student-teacher relationship, in Departmental affairs, in informal contacts with colleagues, and in professional life. The Committee will also consider the potential for continued personal growth.
- **Community Service:** Members of a University faculty are members of the local communities where they reside. Active and constructive engagement in community life allows faculty to represent the University while making valuable contributions to the community. While not determinative for tenure, such community participation demonstrates qualities that the University values.
- **Institutional Needs:** The Committee will assess whether the candidate shows flexibility, broad training, and an ability to adapt to the evolving needs of the Department and the University.
- **Economic Factors:** Decisions on tenure are influenced by the financial condition of the University. During times of restricted financial resources, careful attention must be given to this criterion. Members of the Committee take extreme care to review, weigh, and evaluate all evidence submitted on behalf of each candidate through the lens of the University's financial situation.

II. Responsibilities of the Candidate for Tenure

1. The Office of the Provost provides access for each candidate to an electronic promotion and tenure file that will house all the materials to be considered by the Committee, as submitted by the candidate, the Department Chair, and others.
2. By September 15th, candidates should have submitted all supporting material to the Office of the Provost. The materials to be presented to the Committee include the following, each of which should be labeled appropriately:
 - a. Names and addresses of up to five potential external evaluators from outside the University, who know the candidate's field well enough to be able to write a letter about the candidate's professional competence and activities
 - b. Narrative (not evaluative) letter of 20 pages maximum to the Committee describing what the faculty member has done or is doing to meet each of the criteria, particularly any activities that might not be fully appreciated by Committee members from a mere listing on the curriculum vitae
 - c. Complete, up-to-date curriculum vitae. It must include the following, though the order is up to the discretion of the faculty member:
 - i. A list of educational achievements, specifying the degree, institution, year received, majors/minors, dissertation/thesis titles, as well as any formal educational study currently in process;
 - ii. A list of professional experience, including the position, title, employer, location, and years/dates of service;
 - iii. A list of professional activities, detailing offices held and participation in professional organizations (with full names of the organizations and years/dates served); grants and proposals, whether funded or not

(indicating to whom submitted, period of the grant, and amount); professional/scholarly honors and awards (indicating the wording of the award, full name of the group making the award, how the award was determined, and the year);

- iv. A list of publications and/or papers presented, giving full bibliographical data including date of publication or presentation for each item;
- v. A list of contributions to the University, including committee service, with years/dates of service, program development/revision activities (clearly identified), grants/proposals to support curricular innovation, and a listing of any other service to the University;
- vi. A list of community service activities, specifying the organizations involved, the nature of the activities, and the years/dates of the activities;
- vii. Any other item the faculty member believes might also be illuminating for the Committee and relevant to any of the criteria for tenure.
 - 1. If a candidate has a question about the advisability of submitting certain information, the candidate should consult with the Committee Chair or the Provost.
 - 2. The final decision whether to submit certain material lies strictly with the candidate.

- d. Faculty Annual Reports submitted to Arcadia University for the most recent three years
- e. Student course evaluations (the detailed report, included comments) for the previous six semesters and any other material related to evaluation of teaching
 - i. A summary should be provided within the narrative for each set of materials.
 - ii. Faculty are also able to provide a separate document if more space is needed for reflection.
- f. Course syllabi and related materials for courses taught in the previous six semesters, including syllabi for summer courses
- g. Materials relating to participation in professional organizations, such as calls for papers authored on behalf of a professional organization, newsletters or other documents listing the faculty member's contributions to the organization, etc.
- h. Materials relating to program development (such as proposals for new or revised majors, minors, graduate programs, and certificate programs, etc.), reports (such as the annual reports for Directors and Coordinators), etc.
- i. Grant proposals, both successful and unsuccessful
- j. Transcripts showing all graduate work completed to date
- k. Copies of all publications, including books, reprints of articles, reviews, catalogs, programs, dissertations, and thesis
- l. Presentations, papers, reports, or other materials delivered at professional meetings and conferences
- m. Contracts for books or proposals for books
- n. Unsolicited letters from colleagues, students, community organizations, etc.

- o. Any other item the faculty member believes might also be illuminating for the Committee and relevant to any of the criteria for tenure
3. Candidates should understand that it is their responsibility to provide evidence of their qualification for tenure. Committee members can take into account only the information with which they are provided.
 - a. The candidate should not assume the Committee has any prior knowledge or information; the candidate should verify that every bit of relevant material or documentation has in fact been received by the Office of the Provost.
 - b. The Provost may also seek additional information from other appropriate sources and present it in written form to the Committee.
4. By September 15th, optional personal letters of recommendation on their behalf from professional colleagues from outside the University should be sent directly from the writer and received by the Office of the Provost.
5. By September 15th, the candidate should certify with the Office of the Provost that the External Evaluators' file is complete.

III. Responsibilities of the Department Chair

1. By September 15th, the Department Chair concerned must submit to the Provost an evaluation of and recommendation for or against tenure for each candidate from their Department. The recommendations should specifically address, in sequence, each of the criteria for tenure as outlined in the "Criteria for Tenure" above.
2. Before writing the recommendation, the Department Chair must discuss the candidate with each tenured member of the Department. The recommendation should reflect both the Chair's evaluation and the views of these other Department members. The Committee urges that all tenured members of the Department read and sign the recommendation.
3. By September 15th, the Department Chair, in consultation with the candidate, should submit a list of names and contact information for at least five (5) possible external evaluators to the Provost. Faculty are encouraged to submit information for more external evaluators, if possible. Upon receipt of the letters, the Office of the Provost will make them available to the Promotion and Tenure Committee.
 - a. External evaluators should not have a personal relationship with the candidate.
 - b. Candidates and external evaluators may have a professional relationship, but they should not have worked with the candidate in any capacity that could appear on the candidate's CV (e.g., co-creator, co-author, editor, or equivalent).
 - c. Candidates and external evaluators should not have attended or been employed by the same institution at the same time.
6. The Promotion and Tenure Committee is required to submit samples of professional work, course syllabi, and the curriculum vitae of candidates for tenure to external evaluators. Two or three evaluators will be chosen from a list of five people supplied by the Department in consultation with the candidate.
7. In cases in which a Department Chair is a candidate for tenure, the Promotion and Tenure Committee shall select a senior faculty member from that Department to write

the recommendation after they have consulted with tenured members of the Department.

- a. If the Department in question lacks a senior faculty member, a person with that status from a related discipline in another Department will be chosen.
- b. It is understood that a candidate's application for tenure may not be affected adversely by their performance as Department Chair, although it may constitute positive evidence under the criterion of "Contribution to the Overall Life of the University."

IV. Responsibilities of the Head of the School College

1. The Head of the School/College will meet separately with the Promotion and Tenure Committee at approximately the same time as the candidate and the Chair meet with the Committee to share their views on each candidate from their College or School.

V. Responsibilities of the Promotion and Tenure Committee

1. During the Spring semester, the Office of the Provost formally notifies Department Chairs of members of their Departments who must be considered for tenure during the following academic year. For those granted credit towards tenure (as indicated in their initial appointment letter):
 - a. The Provost and/or the Head of the School/College may recommend to Department Chairs faculty members whom it would be desirable to have the Committee consider.
 - b. Department Chairs may propose candidates from their Departments for consideration for tenure, and faculty members may nominate themselves for early consideration.
2. The Office of the Provost makes all appropriate materials submitted by the candidates, their Department Chair, and others available to each member of the Committee. Materials, which are impractical to duplicate, are kept in the Office of the Provost for perusal by the Committee members.
3. All materials are considered by the Committee (except items in the public domain, such as published materials), and their reactions thereto, and their discussion of the candidate, are confidential within the Committee.
4. The Committee normally begins its tenure deliberations early in the Fall semester. When sufficient materials have been assembled and distributed to the Committee members, the Committee begins a series of meetings to discuss and arrive at a recommendation for each candidate. Ordinarily the qualifications of all candidates are discussed in detail before a vote is taken on any one of them.
5. After the Committee has opened discussion about a candidate, but before a vote is taken, the Department Chair and the candidate will be invited to meet with the Committee. It is expected that at this time the candidate will be given the opportunity to respond to any specific concerns of the Committee and, subsequent to the meeting, to submit additional relevant material within a reasonable time. But it should be understood that the Committee is not obliged to act only on the basis of the

considerations discussed at this meeting nor does this meeting affect in any way the candidate's rights as spelled out in other parts of this document.

6. Voting (separately on each candidate) is by secret ballot. The Chair counts the ballots and reports the outcome to the Committee. Voting does not take place until the Committee members agree that individually each of them is ready to make a decision on the candidate. No abstentions from voting are permitted and no vote is taken unless all members are present.

VI. Responsibilities of the Provost

1. When decisions have been reached regarding all candidates for tenure, the Provost conveys to the President the recommendations of the Promotion and Tenure Committee. No one other than the Provost or the President is to inform the candidate or anyone else of the Committee's recommendation or to debate it with the candidate or anyone else at any time.
 - a. If the President does not approve the Committee's recommendation for or against tenure, the President will meet with the Committee to discuss any concerns and to review matters related to their recommendation.
 - b. If agreement is not reached, the President may reject the recommendation, superseding the Committee's decision. The President will notify the Committee in writing of the decision and the reasons for it.
 - c. If the President rejects the recommendation, they will inform the Board of Trustees, the Provost, the Chair of the Committee, the appropriate Head of the School/College, the Department Chair, and the candidate, in writing, of the decision.
2. In the case of candidates recommended for tenure by the Committee and in which the decision is supported by the President, the Provost will notify the candidate of the tentative decision and forward the recommendation to the Educational Quality and Student Success Committee of the Board of Trustees, which reserves the right to assure that the appropriate policies and procedures have been and are being followed.
 - a. In cases where an affirmative recommendation for tenure by the Promotion and Tenure Committee is rejected by the Educational Quality and Student Success Committee of the Board of Trustees, the President will inform the candidate of the Committee's decision.
 - b. In cases where an affirmative recommendation for promotion by the Promotion and Tenure Committee is supported by the Educational Quality and Student Success Committee of the Board of Trustees, the recommendation is forwarded to the full Board for final approval.
3. In the case of candidates not recommended for tenure by the Promotion and Tenure Committee and in which the decision is supported by the President, the Provost will communicate the outcome to the candidate.
 - a. In the event that tenure is not recommended by the Committee and that decision is sustained by the President, a terminal contract is offered to the person whose tenure has been denied. The terminal contract may not extend the individual's service at Arcadia University beyond the seventh year.

VII. The Grievance and Appeals Process

1. Candidates not recommended for tenure may, through the Committee Chair, request the Committee to reconsider the case by May 31 of the same academic year in which the decision was rendered, if they have substantial new information relevant to the case to present. This is not restricted to information about achievements initiated before the denial of tenure.
2. On receipt of a request to reconsider and after the Committee has read the new material, the Committee votes on whether the new information is sufficiently substantial to warrant a reconsideration of the case. If two members of the Committee vote to reconsider the case, then discussion is reopened following the procedures in regard to voting, reporting to the President, and informing the candidate as described above.
3. The candidate may also request reconsideration on the basis of alleged violations of procedures governing the actions of the Committee. If the Committee agrees that there were procedural violations, the case will be reopened.
4. If the original recommendation is reconfirmed, the candidate may file a complaint with the Work and Welfare Committee of the Faculty Senate, which has among its duties that of serving as the Grievance Committee.
 - a. When dealing with a grievance involving tenure, the Work and Welfare Committee reviews the procedures followed by the Promotion and Tenure Committee in the aggrieved person's case.
 - b. The Work and Welfare Committee is not empowered to deal with matters of substance (i.e., the Promotion and Tenure Committee's specific evaluation of whether the faculty member meets the criteria for tenure).
 - c. In grievances relating to tenure, persons on the Work and Welfare Committee who have participated in the original decision or are members of the candidate's Department are disqualified from serving.
 - d. If at least five members of the Work and Welfare Committee are not qualified to serve, the Faculty Senate must ensure that the Grievance Committee has five members by adding to it members of the Senate in order of faculty seniority.
5. If, after suitable inquiry and discussion, the Grievance Committee judges that there had been any omissions or errors in the procedures followed by the Promotion and Tenure Committee in the complainant's case, the latter Committee is required to carry through with omitted procedures and correct procedural errors. It must then reconsider the recommendation in light of the results of these additional procedures and corrections.
6. The Committee reports to the Work and Welfare Committee on its corrected procedures and to the President on its recommendation regarding tenure for the candidate.

90.00 Faculty Policies*Revised October 17, 2024*

This section includes information on faculty policies related to appointment and reappointment, sabbaticals and leaves of absence, active retirement and Emeritus recognition, termination, and the grievance policy.

90.01 Definition of the Faculty*Revised October 17, 2024*

The faculty shall consist of the President of the University, the Provost, all members of the instructional staff, and others designated by the Faculty Governance Bylaws. Per the Faculty Governance Bylaws, the full-time faculty consists of all those on full-time appointment who hold the following titles at Arcadia University: Professor, Professor of Practice, Associate Professor, Associate Professor of Practice, Assistant Professor, Assistant Professor of Practice, and Instructor. While adjunct faculty members are members of the faculty, certain rights and responsibilities as indicated in this document are reserved for full-time members of the faculty. In addition, less-than-full-time faculty in the College of Health Sciences are not considered adjunct faculty and are therefore subject only to the policies in this Handbook (whereas adjunct faculty are subject to the Handbook and the Collective Bargaining Agreement). Further information on the definition of faculty in reference to faculty governance is located in the [Faculty Governance Bylaws](#).

90.02 Collective Responsibility of the Faculty*Revised October 17, 2024*

The faculty have a number of areas of primary responsibility, including curriculum design; instructional practice; academic rules and regulations; graduation requirements; grading; recommendation for the awarding of degrees; initial consideration of faculty appointments and faculty status; recommendations of faculty promotions, tenure, and sabbatical leaves; and those aspects of student life that relate to the educational process. It is also the shared responsibility of all members of the University community to create and maintain an atmosphere in which significant learning and contribution to knowledge can take place.

Full-time members of the faculty devise the Faculty Governance Bylaws, subject to the approval of the Board of Trustees, for the conduct of its affairs and participation in the planning and decision making process. In addition, through the Faculty Senate, elected representatives of the faculty also devise the Faculty Senate Procedures to govern its operations, meetings, and voting and elections processes. See Section 70.00: Faculty Governance Bylaws and Faculty Senate Procedures in the Faculty Handbook for more information.

Through the procedures established in the Faculty Governance Bylaws and its duly constituted committees, the faculty may express their views, recommendations, and requests. The Bylaws of the Board of Trustees provide that "any official communication to the Board of Trustees from

the students, faculty, officers and members of the administration and non-academic staff of the University shall be presented to the Board of Trustees only through the President of the University." Any measure proposed by the full-time faculty and vetoed by the President will be submitted through the President to the Board of Trustees for final consideration if passed a second time by a two-thirds (2/3) vote of the full-time faculty. The ultimate legal authority for governance of the University rests with the Board of Trustees.

90.04 Academic Ranks and Titles

Revised October 17, 2024

For an initial appointment, both full-time and part-time applicants are evaluated based on their academic qualifications, teaching ability or potential, integrity, comprehension of the strategic goals of the Department and/or unit, alignment with the mission of the University, and personal attributes. Ordinarily a candidate for a full-time or adjunct position will hold at least the master's degree or the appropriate first professional degree in the field, although the terminal degree in the field is preferred; note that in many disciplines in the arts, a master's degree is the terminal degree. Evidence or promise of significant contributions to scholarship, the creative arts, other professional practice, or recognition in the area of specialization also is a consideration and may be considered in lieu of the degree. Prior teaching experience is desirable but may or may not be required depending on the Department concerned or the nature of a particular position. All visiting positions are non-tenure track positions. The University's academic ranks are as follows:

- **Instructor:** a non-tenure track position. Preferably the candidate should have some work toward the doctorate or terminal degree (assuming it is not the master's) in the teaching field. Faculty at this rank may possess limited academic teaching experience but have an excellent record as a graduate student and promising potential as a teacher and scholar. Reappointment requires increasing skill in teaching, satisfactory progress in advanced studies, and demonstrated willingness to participate in University affairs.
- **Instructor of Practice:** a non-tenure track position. Preferably the candidate should have some work toward the doctorate or terminal degree (assuming it is not the master's) in the teaching field. Faculty at this rank may possess limited academic teaching experience but an excellent record as a practitioner and promising potential as a teacher and scholar. Reappointment requires increasing skill in teaching and counseling students and demonstrated willingness to participate in University affairs.
- **Assistant Professor:** a non-tenure track or tenure track position normally limited to those who hold the doctorate or terminal degree in the field (assuming it is not the master's), though in exceptional circumstances may be awarded to a faculty member who does not have a terminal degree but engages in scholarship or creative work that meets the standards of someone with a terminal degree. The rank also implies demonstrated teaching ability of good quality. Reappointment depends on evidence of skill in teaching and counseling students, continued engagement in scholarship or creative work, necessary involvement in service to the University, and commitment to the teaching profession.

- **Assistant Professor of Practice:** a non-tenure track position normally limited to those who hold the terminal degree in the field, though in exceptional circumstances may be awarded to a faculty member who does not have a terminal degree but outstanding and lengthy practice in their respective field. This rank also implies sufficient content expertise for teaching. Reappointment depends on evidence of skill in teaching and counseling students, necessary involvement in service to the University, and commitment to the teaching profession.
- **Associate Professor:** the rank attained—for non-tenure eligible or tenured faculty—after successful completion of the promotion process. This rank is limited to those who have demonstrated excellence in teaching and have achieved recognition extending beyond the University through scholarship or the arts (as defined in Section 80.01 of the Faculty Handbook). Evidence should be given of outstanding contributions to curricular developments, to the academic life of the Department, and to the University. Reappointment for non-tenure track faculty depends on the capacity and will for continuing growth as a teacher, scholar, and member of the University community.
- **Associate Professor of Practice:** the rank attained—for non-tenure eligible faculty—after successful completion of the promotion process. This rank is limited to those who have demonstrated excellence in teaching and have achieved distinction extending beyond the University through practice excellence. Evidence should be given of growth in scholarship (as defined in Section 80.01 of the Faculty Handbook) as well as outstanding contributions to curricular developments, to the academic life of the Department, and to the University. Reappointment depends on the capacity and will for continuing growth as a member of the University community and excellence in teaching and practice.
- **Professor:** the highest rank attained—for tenured faculty—after successful completion of the promotion process. This rank is limited to those who have demonstrated excellence in teaching, extensive scholarly or creative work of nationally recognized merit (as defined in Section 80.01 of the Faculty Handbook), and good promise that such teaching and scholarly activity will be maintained in the future. Advancement to this rank also requires exemplary contributions to all other aspects of University life.
- **Professor of Practice:** the highest rank attained—for non-tenure eligible faculty—after successful completion of the promotion process. This rank is limited to those who have demonstrated excellence in teaching and have achieved national recognition for their practice expertise. A commitment to maintaining high teaching excellence is a fundamental expectation for persons receiving this rank. Advancement to this rank also requires continued growth in scholarship as well as exemplary contributions to curricular developments and to all other aspects of University life. Reappointment depends on the capacity and will for continuing growth as a teacher, scholar, and member of the University community.

90.04 Appointment Process*Revised October 17, 2024***I. Full-Time Appointments**

1. All full-time appointments as a member of the faculty are made by the President of the University, upon the recommendation of the Provost.
2. Recommendations for initial appointment are made by the Provost based upon the majority opinion of the relevant Search Committee and after due consultation with tenured members of the affected Department.
3. In the event that the Provost makes a recommendation on an appointment that is opposed by the majority of the tenured members of the Department, the Provost will meet with the Department Chair and the tenured members of the Department to discuss the reasons for the disagreement.
 - a. If an agreement can be reached, then the recommendation will be made to the President by the Provost.
 - b. If no agreement can be reached, then the disagreement and the reasons for it shall be reported to the President, who will render a decision.

II. Credit Toward Tenure

1. The Head of the School/College in which the appointment will be made, with support of the Department Chair and the tenured members of the Department, can make a recommendation to the Provost that the appointee be granted more than one year of credit toward tenure for service at another institution.
2. The number of years of credit toward tenure for service at another institution must be stated in the initial appointment letter.

III. Appointments Above the Rank of Assistant Professor

1. The Head of the School/College in which the appointment will be made, with support of the Department Chair and the tenured members of the Department, can make a recommendation to the Provost that an initial appointment be to a rank higher than Assistant Professor.
2. Should the Provost wish to recommend that an initial appointment be to a rank higher than Assistant Professor, the case is to be presented to the Promotion and Tenure Committee.
3. If the full Committee cannot be assembled in a timely manner, then three voting members shall constitute a quorum.
4. Should a majority of this Committee disapprove of the recommended rank and the Provost persists, the facts of the disagreement and reasons for it are reported to the President, who will render a decision after meeting with the Committee.

90.05 Intellectual Property

Revised October 17, 2024

I. Definition of Terms

Although the law provides for several different types of Intellectual Property, faculty concerns center on two: copyrights and patents. The following definitions are taken from pertinent federal statutes:

1. *Copyright*: the bundle of rights that protect original works of authorship and tangible media fixed in any tangible medium of expression, now known or later developed, from which they can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device
2. *Works of Authorship*: include but are not limited to the following: literary works; musical works, including any accompanying words; dramatic works, including any accompanying music; pantomimes and choreographic works; pictorial, graphic, and sculptural works (photographs, prints, diagrams, models, and technical drawings); motion pictures and other audiovisual works; sound recordings; architectural works; and computer programs
3. *Tangible Media*: include, but are not limited to, books, periodicals, manuscripts, phonograph records, films, tapes, and disks, DVDs and CD Roms
4. *Patent*: the bundle of rights that protect inventions or discoveries that constitute any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement thereof; new and ornamental designs for any useful article; and plant patents being for the asexual reproduction of a distinct variety of plant.
 - a. This policy currently pertains only to intellectual property created by full-time or part-time members of the University faculty.
 - b. It does not apply to works of authorship, tangible media, inventions, and discoveries created by students or non-faculty staff.
 - c. In the case of students or non-faculty staff, ownership of intellectual property shall be governed by standard copyright and patent law.

II. Ownership of Copyrightable Intellectual Property

1. Except as otherwise expressly set forth in this policy, the copyright in works of authorship and tangible media created, made, or originated by a faculty member shall be the sole and exclusive property of the faculty member.
2. A work shall not be treated as a "joint work" or as being owned by the University merely because it is created with the use of University resources, facilities, or materials of the sort traditionally and commonly made available to faculty members.
3. The University shall own works of authorship and tangible media in the following situations:
 - a. The University expressly directs a faculty member to create a specified work or the work is created as a specific requirement of employment or as an assigned institutional duty that is included in a written job description, a written employment agreement, or another written agreement between the University and the faculty member.

- b. The faculty member has voluntarily transferred the copyright, in whole or in part to the University. Such transfer shall be in the form of a written document signed by the faculty member.
- c. The University has contributed to a “joint work,” as that term is defined under United States copyright law. The University can exercise joint ownership under this clause when it has contributed specialized services and facilities to the production of the work that goes beyond what is traditionally provided to faculty members generally in the preparation of their course materials. Such arrangement is to be agreed to in writing, in advance, and in full conformance with other provisions of this policy.

III. Use of Copyrightable Intellectual Property

1. Except as otherwise set forth in this policy, the copyright in works of authorship and tangible media created by a faculty member within the scope of their employment with the University—including but not limited to, course syllabi, assignments, tests, course notes, lectures and lecture notes, interactive media, computer programs, Web pages and other digital materials, course plans, curricula, bibliographies, and other similar materials—shall remain the property of the faculty member.
2. For full-time faculty, the University shall be granted a non-exclusive, perpetual, worldwide, royalty-free license to use the works of authorship and tangible media above consistent with its educational and other missions.
3. For adjunct faculty, the University’s use of works of authorship and tangible media above must be in accordance with the provisions of Section 22.8 of the Collective Bargaining Agreement.
4. In an agreement transferring copyright for such works to a publisher, faculty authors are required to seek to provide rights for Arcadia University to use such works for internal instructional, educational, and administrative purposes.

IV. Distribution of Funds Generated

1. Any money or other consideration received by a faculty member from the sale, license, or other disposition of works of authorship and tangible media owned solely by the faculty member shall be allocated and expended as determined solely by the faculty author.
2. Any money or other consideration received by the University from the sale, license ,or other disposition of works of authorship and tangible media owned solely by the University shall be allocated and expended as determined solely by the University.
3. Any money or other consideration received by a faculty member and the University from the sale, license, or other disposition of works of authorship and tangible media owned jointly by the faculty member and the University shall be allocated and expended in accordance with a written agreement between the faculty member and the University.
 - a. If no such written agreement exists between the faculty member and the University, the proceeds from the sale, license, or other disposition of works of authorship and tangible media that are jointly owned by the faculty member and the University, then such proceeds will be allocated with

- i. 65% of those funds belonging to the faculty member,
 - ii. 10% of those funds belonging to the Department in which the faculty member is housed, and
 - iii. 25% of those funds belonging to the University.
- b. The above-mentioned funds allocated to the Department shall be placed in a reserve account to be used to support the creation of additional faculty works of authorship and tangible media.
4. In the event a work of authorship or tangible media has been created by multiple parties, the creators will determine the allocation of their individual interests in the work when the work is first undertaken.
5. In those cases in which there are two or more collaborators on a single work from different Departments or in which a single faculty member has an appointment in more than one Department, the proceeds due to the Departments shall be divided equally among them.

V. Ownership of Patentable Inventions and Discoveries

1. This policy applies to inventions, discoveries, apparatus, devices, processes, computer hardware, computer software, plants, organisms, genetic material, and other tangible or intangible processes or improvements that were first conceived or first reduced to practice by Arcadia University faculty in the performance of research, work, or study supported by externally sponsored funds administered by the University or involving the material use of funds, facilities, or other resources granted specifically for support of those projects by the University.
2. Patents resulting from inventions and discoveries made by faculty members in the course of their personal research without the use of resources granted by the University specifically for the support of that research shall be the sole property of the inventors. In addition, works that are regular academic work products or primarily educational, literary, or artistic in nature are not affected by this patent policy.
3. Individuals are expected to notify the Office of the Provost of any discovery, invention, or work the individual has made with funds, facilities, or other resources provided or administered, in whole or in part, by Arcadia University and that the individual has reason to believe may be patentable.
 - a. The Provost, in consultation with the President of the Faculty Senate, and the Chief Financial Officer will review the form and determine whether or not the discovery is within the scope of this policy.
 - b. If the invention or discovery is outside the scope of this policy (that is, no funds or facilities provided or administered by Arcadia University have been used), that individual may elect to pursue the patenting of the discovery without the assistance of the University. In that event, the individual is entitled to all royalties or other income resulting from the discovery and the University disclaims both ownership and responsibility pertaining to any such inventions.
 - c. If the invention or discovery is within the scope of this policy, the Provost, in consultation with the President of the Faculty Senate, the Chief Financial Officer, and others as necessary will determine whether Arcadia University will

undertake the expense of obtaining the patent and pursuing its commercial potential. After receiving notification of the discovery or invention, the Provost will notify the inventor within 30 days of the University's decision to seek or not seek a patent or that the review of the materials will reasonably require more time.

- i. If the University determines not to pursue the patent rights, the inventor may proceed to do so; however, the University's name, trademarks, and service marks may not be used in the marketing of the invention.
 - ii. If the decision is affirmative, the University will initiate patent procedures within 60 days of that decision and require that the investor(s) execute an agreement assigning rights to the University. If the University fails to initiate patent procedures within 60 days, ownership shall revert from the University to the responsible faculty member.
4. If the research is subject to a grant or contract between an external agency or sponsor that contains restrictions on the ownership of intellectual property as it relates to inventions and works, the terms of the agreement take precedence over this policy. For example, legal requirements of government-sponsored projects (e.g., the Bayh-Dole Act) typically transfer intellectual property rights to the institution.
 - a. To ensure compliance with the Bayh-Dole Act, for government-sponsored research and projects, the University requires its employees and graduate students to sign an agreement to comply with the requirements of the Act. If these and other requirements are not satisfied, the University may lose ownership of the invention and associated patent rights.
 - b. To ensure compliance, for all non-government, externally sponsored research and projects, the agreement concerning ownership must be signed by the University, the external sponsor, and the individuals involved in creating such works if ownership is not already specified in the terms or conditions of the agreement. The agreement must be signed completely before participating in the sponsored research.
 - c. If the discovery or invention resulted from a sponsored award, the Director of Sponsored Research and Programs must review the Invention Disclosure Form. See items V.3.a and V.3.c above for more information about the other stakeholders involved in the review process.
 - d. In negotiation with sponsors, representatives of the University should strive to obtain the greatest latitude and rights for the individual inventor and the University consistent with the public interest and with this policy.
5. When an inventor is uncertain about the application of this policy to an invention, they are encouraged to disclose it promptly to the University through the Invention Disclosure Form so that the application of the policy may be agreed to prior to any attempts to commercialize it.
 - a. The University will accord such disclosures the confidentiality required to preserve the patent rights associated with them and will inform the inventor(s) no later than within 30 days of any claims it will make to such rights or that the review of the materials will reasonably require more time.

- b. If there is disagreement concerning the applicability of this policy in a specific instance, the potential conflict will be adjudicated as indicated in the section below entitled "Resolution of Disputes."

VI. Distribution of Funds Generated by Patents

Income or royalties from inventions or works will normally be distributed on a quarterly basis as follows:

1. Until the University's costs and expenses incurred in obtaining rights to inventions and in marketing inventions have been reimbursed, all income will be used to reimburse University expenses.
2. If the University finds it necessary to enforce or defend a patent, 75% of any income will go toward this reimbursement, with 25% distributed to the inventor until the initial prosecution costs are recouped.
3. Thereafter, 65% of any remaining income will usually be distributed to the inventor, 10% to the Department in which they are housed, and the remaining 25% to the University, but exceptional cases would be arbitrated individually. The funds allocated to the Department shall be placed in a reserve account to be used to support the creation of additional patentable inventions and discoveries.

- If the invention is joint, the royalty designated to the inventor shall be to the joint inventors as a group unless the inventors provide the University with an alternative royalty distribution agreed upon by them. In those cases in which there are two or more collaborators on a single invention from different Departments or in which a single faculty member has an appointment in more than one Department, the income due to the Departments shall be divided equally among them.
- The University will provide an annual accounting.

VII. Resolution of Disputes

If disputes arise over ownership of works of authorship and tangible media or patents as well as other matters concerning this policy, the Office of the Provost will convene a special Intellectual Property Policy and Rights Committee to decide those disputes.

90.06 Reappointment

Revised October 17, 2024

I. Departmental Recommendation

1. Each full-time faculty member's performance and progress are reviewed annually through the Faculty Annual Report and the reappointment process. For information regarding the evaluation process for adjunct faculty, see Article XI on the Collective Bargaining Agreement.
2. The Department Chair discusses each non-tenured faculty member with the tenured members of the Department and at their discretion other appropriate faculty members.
3. The Department Chair then submits a written evaluation annually to the appropriate Head of School/College and recommends the action to be taken in regards to renewal of appointment or change in faculty status.

- a. The Department Chair makes a personal recommendation but must include the views of tenured colleagues in the Department.
- b. If the recommendation is not unanimous, both majority and minority views must be presented, together with supporting reasons.
4. Each non-tenured faculty member evaluated must be informed of the substance of the evaluation report in conference with the Department Chair and subsequently in writing.
5. The Department Chair and tenured members of the Department should be readily available to non-tenured colleagues for counseling and assistance in addressing any areas for improvement that impede the enhancement of the latter's teaching, scholarship, and/or creative work.

II. Administrative Recommendation

1. Heads of Schools/Colleges shall make recommendations to the Provost on reappointments to the faculty, who in turn will make recommendations to the President of the University.
2. The Provost's recommendation for or against reappointment of a faculty member will take into account the recommendations of the appropriate Head of School/ College and faculty in the Department involved, as reported by the Department Chair or substitute if the Department Chair is being considered for re-appointment.

III. Disputes Regarding Reappointment

1. In cases of disagreement between the Head of the School/College or the Provost and the Department, the following procedures will apply.
 - a. The Head of the School/College or the Provost will meet with the tenured members of the Department involved.
 - b. The Department and the Provost will each show cause for their respective positions on reappointment and will try to reach a consensus on whether or not the faculty member should be reappointed.
2. If no consensus can be reached, either party has the option of requesting that the Promotion and Tenure Committee review the case.
 - a. In meetings to consider reappointment issues, persons on the Promotion and Tenure Committee (including the Provost) who have participated in prior decisions regarding the case in question, at the Department level, are disqualified from serving.
 - b. Other members may be disqualified for conflict of interest, as decided by a majority of the voting members of the Committee.
 - c. If not all five faculty members of the Committee are qualified to serve, past members of the Promotion and Tenure Committee will be added in a sequence beginning with those most recently elected and in order of seniority in rank.
 - d. All meetings of the Committee will also be attended by the Provost, the Head of School/College, and a faculty member chosen by the affected Department to represent it. While all three may participate in discussions, none are entitled to vote on issues.

3. In any case in which either the Provost, the Head of School/College, or the Department has reason to believe that an appointment recommendation is discriminatory in intent or in effect, it must be referred to the Office of Equity and Civil Rights and addressed under the [Non-Discrimination and Non-Harassment Policy](#) or the [Policy Prohibiting Sexual Harassment and Sexual Misconduct](#).
4. In any case in which either the Provost, the Head of School/College, or the Department believe that an appointment recommendation constitutes a serious violation of academic freedom, it must be referred to the Promotion and Tenure Committee.
 - a. The Promotion and Tenure Committee will investigate the case and may seek evidence, testimony, or information from any source it deems appropriate.
 - b. The Promotion and Tenure Committee will then report its recommendation to the President in writing and with reasons.
 - c. It reports to the affected parties—Provost, Head of School/College, Department, and individual faculty member—only its recommendation, not the reasons.
 - d. The President will render a decision that shall be considered final.
5. Whenever a decision on reappointment of a faculty member is in dispute by the Provost, the Head of School/College, or the Department, the faculty member will not be notified of any recommendation until the dispute has been resolved by one of the above procedures.
6. If the dispute cannot be resolved in time to meet the University deadline for reappointment, the faculty member's contract will be renewed, according to the provisions of the Faculty Policies pertaining to notification of non-reappointment.
7. Once notified of the decision regarding reappointment, if a faculty member has reason to believe that an appointment recommendation is discriminatory in intent or in effect, the matter should be referred to the Office of Equity and Civil Rights and addressed under the [Non-Discrimination and Non-Harassment Policy](#) or the [Policy Prohibiting Sexual Harassment and Sexual Misconduct](#). For all other concerns, see Section 90.32 of the Faculty Handbook on Grievance Procedures.

90.07 Promotion

Revised October 17, 2024

The Promotion and Tenure Committee is responsible for recommending advancement in rank to the President of the University, though promotion is ultimately awarded by the Board of Trustees. All promotions to a higher rank shall be based on increasing distinction in teaching, scholarship and/or creative work, professional growth, and promise of a continuing contribution to the University community. Candidates for the proposed rank must meet the qualifications for initial appointment and renewal as stated in the Faculty Handbook. See Section 80.04: Promotion Calendar and Section 80.05: Procedures for Promotion in the Faculty Handbook for more information. Faculty members who are approved for promotion will be notified by the Provost of their change in status and adjustment in salary.

90.12 Tenure*Revised October 17, 2024*

Tenure is in effect a long-term appointment in which the University agrees to continue employment of the individual as a full-time faculty member until retirement so long as they fulfill responsibilities well and faithfully. Tenure is recommended by the Promotion and Tenure Committee, which may consider all relevant factors affecting an individual's candidacy, whether or not such factors have been, or should have been, identified in the course of annual or third-year reviews. However, tenure is granted only by the specific affirmative action of the Board of Trustees to faculty members whose professional performance is of high quality, who have contributed substantially to the University, and whose long-range service to the University gives promise of continuing significance. No other circumstance, action, or inaction shall be construed as granting tenure.

Tenure is typically granted only to teaching faculty on full-time, tenure-track appointment as defined in the Faculty Governance Bylaws. In such cases, tenure applies to the position in the Department held by the faculty member; it does not reside in the University. Tenure is not granted to members of the administration, staff, and part-time and adjunct faculty, with the following exception: senior academic administrators including the President, the Provost, Heads of Schools and Colleges, and Associate Provosts may be granted tenure in the following circumstances:

1. When the University hires senior academic administrators who held tenure at their previous institution—typically a College or University comparable to or higher-ranked than Arcadia—the University may consult with the Promotion and Tenure Committee and request that it undertake an expedited tenure review of the case.
 - a. Should the Promotion and Tenure Committee support the tenure, and it is then recommended by the President and awarded by the Board of Trustees, the senior academic administrator's tenure position will reside in the University and not in any specific academic Department unless an academic Department makes a specific request to the Provost to have the administrator tenured to its Department.
 - b. Tenured members of the Arcadia faculty who accept senior academic administrative appointments do not thereby lose the status that they hold at the time of appointment; they retain their Department-based tenure.
2. Should the administrative appointment of a senior academic administrator with tenure residing in the University end for any reason, a Department with close intellectual affiliation to that individual may choose to invite the individual to become a full member of that Department.
 - a. Should the individual accept and the Provost and President approve, then the individual's tenure position would thereafter reside in the Department rather than in the University.

- b. Should the individual be the Provost, then the President and Interim Provost will determine whether to approve their tenure within the Department.
 - c. Should the individual be the President of the University, then the Interim President and the Provost will determine whether to approve their tenure within the Department.
3. Should no such Department invitation be offered, accepted, or approved, then the individual will serve thereafter as a faculty member-at-large. In this instance, the Provost—in consultation with the Heads of Schools and Colleges—shall determine the individual's College or School. For purposes of supervision and oversight, the faculty member-at-large will report to the Head of the College or School assigned, but the individual will not be formally considered a member of any particular Department.

90.09 Tenure Eligibility

Revised October 17, 2024

To be eligible for consideration for tenure, faculty members must hold a full-time appointment at the University and either be hired in a tenure-eligible position or converted to one. Administrative officers (e.g., Heads of Schools and Colleges, Assistant Provost, Associate Provost, Vice Provost, etc.) may not count the years in which they teach less than half time as part of the probationary period (defined in Section 90.15: Probationary Period and Tenure). This prohibition does not apply to Department Chairs.

The rank of instructor and positions specifically designated non-tenure track (NTT), regardless of rank, do not carry eligibility for tenure. If a faculty member in a non-tenure track position seeks and obtains or is converted to a tenure-eligible position, no more than three years in service prior to obtaining a tenure-eligible role can count as part of the probationary period.

90.10 Probationary Period and Tenure

Revised October 17, 2024

Faculty members eligible for tenure are reviewed for tenure in the sixth year of their full-time service. In no case may this review occur later than the sixth year, except as noted below with the temporary stopping of tenure clock, also referred to in this document as the probationary period. A faculty member may be reviewed earlier than the sixth year if their initial appointment so specifies (see Section 90.06: Appointment Process).

In cases when an initial appointment is made for the second semester of the regular academic year, the remainder of that year is not counted toward the probationary period. The following year is considered the first year of full-time service. Years during which a faculty member is on leave of absence for either or both semesters of the regular academic year are not counted toward the probationary period. This policy also applies to full-time faculty who transfer temporarily to part-time service.

On rare occasions, the University may appoint or re-assign a tenure-track faculty member whose primary responsibilities are temporarily focused on implementing a new or substantially revised academic major, degree, or program. In such cases, usually by the end of the person's first year, the Provost, with the approval of the members of the Promotion and Tenure Committee, may communicate to the faculty member that they have the option of stopping the probationary period for tenure until said major, degree, or program has been fully implemented. Such implementation is often, but not exclusively, indicated by the initial accreditation, certification, or approval of the major, degree, or program by an appropriate outside agency.

In cases in which there is a disagreement between the Provost and the Committee regarding (1) whether to stop the probationary period or (2) when full implementation has been achieved, one or both parties may escalate the issue to the President of the University for a final decision. Although the nature and extent of the task will determine the length of time that does not count toward tenure, in no case may the probationary period begin (or resume) more than three years after its initial stoppage. Any time not counted toward tenure under this policy cannot be applied toward a faculty sabbatical leave due to the administrative nature of the tasks performed during that period.

If tenure is granted, it becomes effective after final approval by the Board of Trustees, when the faculty member is notified of the decision.

90.11 Academic Freedom and Responsibility

Revised October 17, 2024

Academic freedom encompasses the rights of freedom of inquiry, expression, publication, association, debate, and dissent. Academic freedom does not require neutrality, but membership in the academic community imposes on faculty—as indeed on students, administrators, and trustees—the obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus.

1. As colleagues, faculty members are obliged, in the exchange of criticism and ideas, to show due respect for the opinions of others, to strive for objectivity in the professional judgment of colleagues, and to accept a fair share of faculty responsibilities for the governance of the institution.
2. As scholars, faculty members must question every assumption, examine all data, and follow the truth wherever it leads them. They also accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge, and to acknowledge academic debts.
3. As teachers, faculty members are entitled to freedom in discussing their subject matter in the classroom. They are also obliged to encourage the free pursuit of learning by students, to hold before them the best scholarly standards of the discipline, to demonstrate respect for students as individuals.

4. As citizens, faculty members must have the freedom to speak, write, and publish unhampered by administrative censorship, but they are also members of a profession and an educational institution. Therefore, the individual should take every precaution to be accurate and respectful in presenting their views. They should also make clear that the views expressed are personal and do not represent the position or policy of Arcadia University.

Students are entitled to an atmosphere conducive to learning and even-handed treatment in all aspects of the teacher-student relationship. Faculty members are obliged to avoid any exploitation of students for their own private advantage and to acknowledge significant assistance from them. Students must be protected through orderly procedures against prejudiced or capricious evaluation; evaluation must be based on academic performance professionally judged and not on matters irrelevant to that performance, whether personality, protected class such as race or religion, degree of political activism, or personal beliefs.

Correlative to the right to free expression in the classroom is the obligation of faculty members to present the subject matter of the course as announced to students and approved by the Faculty Senate Academics Committee, to refrain from persistently intruding into the classroom material unrelated to the subject, and to present all viewpoints fairly and objectively. Students should be free to take reasoned exception to the views offered and to reserve judgment about matters of opinion. Information about students' views, beliefs, and political associations that teachers acquire should be considered confidential.

Increasingly, concern for the academic freedom and responsibility of students has also been given attention. Arcadia University generally follows the principles outlined in the "Joint Statement on Rights and Freedom of Students," a policy statement drafted and endorsed by five professional associations including the Association of American Colleges and the American Association of University Professors. The document affirms that the freedom to teach and the freedom to learn are inseparable facets of academic freedom and that all members of the academic community share the responsibility to secure and respect conditions conducive to freedom to learn. Copies of the complete document on students' rights and responsibilities, "[The Formal Conduct Hearing Process: Expectations, Rights, and Responsibilities](#)," are available from the Office of Campus Life.

90.12 Additional Faculty Policies and Guidelines

Revised October 17, 2024

Conflicts of Interest

The University maintains a [Conflict of Interest Policy for Faculty, Staff, Independent Contractors and Volunteers](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies.

Confidentiality of Student Records

The University maintains a [FERPA Compliance Policy](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies.

Extra-Institutional Employment

No full-time faculty member shall teach at another institution (see Section 20.14: Summer and Overload Compensation for more information) nor accept any other employment during the regular academic year without approval in advance from the appropriate Head of School or College after consultation with their Department Chair and/or Program Director or Coordinator. Ordinarily individuals on written request may receive permission to give limited amounts of time to agencies outside the University and receive remuneration for such work if the following conditions are met:

1. Such outside employment does not conflict with the individual's responsibility to the University, does not lead to a conflict of interest, and does not commit them to partisan interest that might interfere with objectivity in teaching and research;
2. The time given to such employment does not exceed the equivalent of one day per week; and
3. The individual makes sure that the name, property, or facilities of the University are not used for the work for which they receive personal payment.

Gifts to the University

The wellbeing and growth of the University depends, in large part, on attracting gifts. Gifts to the University are governed by the [Gift Acceptance Policy](#), located in the University Policy Library. The Vice President for Development and Alumni Engagement coordinates all efforts for this purpose.

Mass Email and Social Media Policies

The University maintains a [Mass Email Policy](#) and a [Social Media Policy](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies.

On-Campus Solicitation

On-campus solicitation of faculty, staff, or students by charitable organizations or salespersons is not permitted except when authorized by the appropriate offices. Inquiries of this nature should be directed to the Office of Human Resources, which will review the request with the Assistant Vice President for University Advancement, if appropriate.

Political Activity and Serving Public Office

The University recognizes that faculty members as citizens should be free to engage in political activities insofar as such activities do not interfere with their responsibilities to the University. Many kinds of political activity (e.g., a part-time office in a political party, seeking election under circumstances not requiring extensive campaigning, serving on a local school board, etc.) are consistent with effective service as a full-time faculty member. Faculty members contemplating campaigning for public office or accepting an appointment to such office should discuss the probable time involved with the Department Chair and the Provost. Should they determine that

the activity will not interfere with the faculty member's duties at the University, the matter will end there.

Other kinds of political activity (e.g., intensive campaigning for an elective office in a state or national legislature or serving in a full-time position) require that the faculty member request a leave of absence from the University or a reduction in workload for the duration of the campaign and/or term of office, with equitable adjustment in compensation. Leaves of absence or adjustments in workload for this purpose should be for a reasonable period of time. If a reduced load or leave of absence is indicated:

1. The faculty member shall request in writing, with the endorsement of the Department Chair and the Provost, to the President of the University that a leave of absence or appropriate adjustment in workload be granted.
2. The decision of the President will be final. If granted, the terms of the leave or adjustment in workload and the effect on the faculty member's status shall be stated in writing and be in possession of both the faculty member and the University.

The period on leave or reduced load shall not count as part of the probationary period (see Section 90.15: Probationary Period and Tenure for more information).

Posting Policy

The University maintains a [Posting Policy](#), located in the University Policy Library. Please review the Policy Library regularly for updates to University policies.

Publicity, Promotional Publications, and Advertisements

The Office of Marketing and Communications, also referred to as MarCom, is responsible for communication with the media. All news releases, advertisements, and programs to be printed or broadcast must be cleared in advance with this Office to ensure consistency with the [Arcadia editorial and brand guidelines](#) and to avoid duplication, errors or conflicts in scheduling, and possible misinterpretation. Faculty members who are contacted directly by representatives of the media for information or interviews are requested to inform MarCom (news@arcadia.edu) prior to responding, especially if the request should be vetted (i.e., from an unknown media representative or source or when speaking on behalf of or as a representative of the University). See the [News and Media Relations](#) web page for more information on campus news, media requests, event publicity, crisis communications, and more.

90.13 Sabbatical Leaves

Revised October 15, 2018

Sabbatical leaves are awards available to full-time faculty members at the rank of assistant professor and above who submit evidence of conducting scholarly, creative, or other appropriate professional endeavors during release time in order to advance their professional standing and, upon their return to the University, enrich their teaching and research.

To this end, the following projects are deemed appropriate:

- To prepare work for publication
- To pursue or carry out a detailed research program or a specific project in the arts
- To travel in support of scholarly research
- To engage in some other project that clearly enhances a faculty member's role as scholar or teacher.

Since the purpose of sabbatical leave is to free the faculty member from normal institutional obligations in order to concentrate on a special project, no faculty member shall accept a teaching assignment at Arcadia or elsewhere, nor engage in other than incidental professional activities not related to the project while on sabbatical. Requests for exceptions will be reviewed by the Provost in consultation with the Promotion and Tenure Committee. Faculty members on sabbatical leave may vote in Faculty meetings, but may not serve on elected committees nor hold elected office at the University. Office space and other facilities will be available by pre-arrangement only to the extent that provision for them does not impinge on the needs of the on-going programs of the University.

Applicants for sabbaticals are encouraged to make proposals to external funding agencies so that they may take advantage of the full leave option without loss of income. Like all other applications for external funding, such proposals should be reported to the Provost's Office at the time of application and when the funding decision is received.

To accommodate the varying needs of faculty at different stages in their careers and in different disciplines, the University offers several types of sabbaticals as described below. Applicants are responsible for familiarizing themselves with these provisions. In determining eligibility for sabbatical leave, unpaid leaves of absence from Arcadia University will not be regarded as years in service.

Faculty members eligible for sabbatical leave will be notified by the Provost early in the fall semester of the academic year before the leave is to be granted. Application forms and procedures are available from the Office of the Provost.

Applications for sabbatical leaves must be submitted to the appropriate Department Chair by October 15. The Chair, in turn, must forward the application(s) with a Departmental recommendation to the appropriate Head of School/College by Nov. 1. The Head of School/College will pass their recommendations to the Provost by November 15. The P&T Committee will complete its review of applications and forward its recommendations to the President by December 30. Notification of successful candidates will take place in the spring semester of the academic year preceding the leave.

The Promotion and Tenure Committee will review and rank all applications on the basis of merit, considering such criteria as intellectual or creative significance, importance and effectiveness in furthering professional development, positive and enriching impact on curricular offerings, evidence that required facilities/support are or will be available, the probability of making significant progress on the proposed project within the term of the

sabbatical and the individual's qualifications for carrying out the proposed project. Evidence of effective past performance of university duties will provide important background for the committee's assessment. Rank and length of service at the university beyond the minimum will not enter into the committee's recommendations, except in cases where proposals are of equal merit. No member of the selection committee who is applying for a sabbatical may participate in the committee's deliberations.

After the Promotion and Tenure Committee has completed its deliberations, its recommendations will be forwarded by the Committee Chair to the President in writing. The President will then notify all candidates concerning the outcomes of their applications.

When a full-time faculty member on sabbatical needs to be replaced by adjunct faculty, the latter may be hired on a part-time basis only.

Sabbatical Conditions

1. A faculty member who accepts a sabbatical leave shall agree in writing to return full-time to the University for the academic year immediately following the academic year the sabbatical is taken.
2. Fall sabbaticals will begin on the first class day of the fall semester and end on the last day of finals. Spring sabbaticals will begin on the first class day of the spring semester and end on the last day of May. Full-year sabbaticals will begin on the first day of the fall semester and end on the last day of May.
3. The faculty member must submit electronic copies of a written report on the project to the Department Chair, Head of School/College, Provost, and Chair of the Promotion and Tenure Committee by the following deadlines:
 - Fall sabbatical report due March 1
 - Spring sabbatical report due September 30
 - Academic year sabbatical report due September 30

The report should spell out in some detail how the aims of the project were met. Where possible, any product of the leave should be attached to the report for inclusion in the faculty member's permanent file. Faculty are also encouraged to share the results of their leave with the faculty at a public forum.

A faculty member who fails to submit a written report by the stated deadline will not be considered for further University-sponsored research or travel awards for that academic year (in the case of Spring or Academic Year sabbaticals) or for the next academic year (in the case of Fall sabbaticals). This funding prohibition will carry forward into successive academic years until a report is filed. The Heads of Schools/Colleges will be responsible for maintaining a list of faculty who have not filed reports.

4. Any publications resulting from the leave should acknowledge support in whole or in part from Arcadia University.

Number of Leaves

The number of sabbatical leaves in a given year is subject to budget considerations and to personnel needs in the Departments concerned. In any case, no more than ten (10) percent of the full-time faculty (as defined in Article II. Membership of the Faculty in the Faculty By-Laws) may be on sabbatical in any academic year. Usually, no more than two people from a Department will be granted a leave in any single academic year, but no formal limit is placed on within-Department sabbatical approvals. Individual Departments are at liberty to propose sabbatical for more than two individuals when the circumstances merit.

Types of Sabbaticals

Major Sabbatical Leaves

Major sabbatical leaves for full-time faculty may be approved for either a full academic year at 80% of the base salary or for one semester at full salary. Fringe benefits as defined for full-time faculty in residence will continue throughout the sabbatical. Faculty on major sabbatical leave are eligible for salary increments according to the criteria established for full-time faculty.

To be eligible for major sabbatical leave, tenured faculty members must have completed at least six academic years of full-time service to the University (sabbatical occurs in year seven or later), or if a sabbatical has been previously awarded by Arcadia, six academic years of full-time service after the end of the sabbatical.

Full-time, non-tenure track faculty at the rank of assistant professor or higher are eligible for major sabbatical leave following the completion of six consecutive academic years of full-time service to the University (sabbatical occurs in year seven or later), or if a sabbatical has previously been awarded by Arcadia, after six academic years of full-time service after the end of the sabbatical.

Minor Sabbatical Leaves

Minor sabbatical leaves for full-time faculty may be approved for one semester at one-half the base salary for the semester (i.e., one-quarter of the annual base salary). Fringe benefits as defined for full-time faculty in residence will continue throughout the sabbatical. Faculty on minor sabbatical leave are eligible for salary increments according to the criteria established for full-time faculty.

To be eligible for minor sabbatical leave, tenured faculty members must have completed at least six academic years of full-time service to the University (minor sabbatical occurs in year seven or later), or if a sabbatical of any type has been previously awarded by Arcadia, three academic years of full-time service after the end of the sabbatical.

Full-time, non-tenure track faculty at the rank of assistant professor or higher are eligible for minor sabbatical leave following the completion of six consecutive academic years of full-time

service to the University (sabbatical occurs in year seven or later), or if a sabbatical of any type has previously been awarded by Arcadia, after three academic years of full-time service after the end of the sabbatical.

Pre-Tenure Sabbaticals

Sabbatical leaves for non-tenured, tenure-track faculty are awards available to faculty who submit evidence of a plan to conduct scholarly activity leading to professional advancement and enhancing the likelihood of achieving tenure. They are known as pre-tenure sabbaticals.

Pre-tenure sabbaticals are for one semester at full salary for the semester (i.e., one-half of the annual base salary). Fringe benefits as defined for full-time faculty in residence will continue throughout the sabbatical. Faculty on pre-tenure sabbatical are eligible for salary increments according to the criteria established for full-time faculty.

To be eligible for a pre-tenure sabbatical, the faculty member must have completed at least three academic years of full-time service to the University and must have been recommended by the Department and the Provost for continuation. A faculty member who accepts a pre-tenure sabbatical shall agree in writing to return full-time to the University for the academic year immediately following the academic year the sabbatical is taken.

Extension of the probationary period as a result of a one-year or one or two semesters of pre-tenure sabbatical and/or leave without pay may result in no more than one year's delay of the tenure review (also see Section 90.21 - Unpaid Leave of Absence). This limitation does not apply to leaves for illness, disability or pregnancy; it does apply to leaves for family care-taking responsibilities such as child rearing and care for elderly relatives. Additional leaves without pay may be taken if approved, but will not extend the probationary period.

Policies regarding outside employment, external funding, voting rights, facilities, and application procedures are as described in the preceding section on sabbatical leaves for full-time faculty. The number of pre-tenure sabbaticals in a given year is subject to budget considerations and to personnel needs in the Departments concerned.

Submission Instructions

Download Sabbatical Application Forms A, B, & C

- A. Attach a cover sheet with all information provided (Form A)
- B. Attach a detailed proposal (approximately 5 pages). The description of 1.the research or study to be undertaken should be written so that faculty who are not in the applicant's field can understand it. The project description should be carefully prepared, since the recommendation to award a leave is necessarily based primarily on the quality of the project description in the application itself. The proposal should include the following:

1. Purpose of the leave: what is to be accomplished during the leave; what is the expected outcome.
2. Significance of the project to the individual and to the University.
3. Plan for accomplishing the proposed project: Include rationale for the project, specific aims of the project; the procedures or methodology that will be used in data collection or analysis (if relevant); some indication of the time sequence for completion of significant subsets of the project; if you propose a study project, indicate specifically what you intend to study, when, where, using what facilities, and with whom.
4. Special resources or facilities needed to complete the project and location of resources.
5. Qualifications of the applicant to undertake the project outlined above.

C. Documentation as follows should be provided:

1. Current vita.
2. Previous work in this or related fields.
3. Pending grants which would provide salary and/or research or travel support during this leave period.
4. Final report from previous sabbatical leaves. (The absence of a written report from previous sabbaticals will remove a candidate from consideration.)
5. Departmental Evaluation /sheet (Form B).
6. Statement from the Department indicating how the Department plans to cover any courses which would have to be offered if leave is granted (Form C).

90.14 Paid Leaves of Absence

Revised September 7, 2015

The University permits short leaves with pay for military training or jury duty for a maximum of twenty-two working days. Fringe benefits will not be affected by this provision. When an employee is called to serve a term of jury duty, or as a member of the National Guard or Active Reserves is going on temporary service, the Department Chair and Provost should be notified as soon as possible. The individual will be compensated the difference between military or jury pay and his or her regular University salary.

For compassionate reasons, (e.g., paternity, adoption, death or illness of members of the immediate family) the University also may permit, at its option, short-term leaves with pay for a maximum of ten working days, provided that the faculty member has been employed by the University for at least one full year prior to the request for such a leave.

Short-term leaves for illness or disability are subject to the provisions for short-term disability as set forth in this Handbook.

Maternity Leave with Pay

Arcadia University will provide three weeks paid maternity leave to full-time faculty members. The three weeks of maternity leave must surround the birth of the child and must be consecutive. All benefits will continue during this leave. To be eligible for paid maternity leave, the faculty member must have completed at least one academic year of full-time service.

Maternity leave must be requested of the Department Chair and the Provost in writing, with a copy to the Assistant Vice President for Human Resources at least 30 days prior to the commencement of the leave. In cases where pregnancy is complicated by other medical conditions and requires the faculty member to request short term disability support, the three weeks of paid maternity leave will be counted as part of the first month of short term disability support. See Section 130.15, Part 3 -- Sickness and Short Term Disability (above). In addition to maternity leave the employee is also entitled to three weeks paid parental leave immediately following the maternity leave. The three weeks of parental leave must be taken consecutively.

Faculty wishing to have an extended period of maternity or paternity leave may take a leave of absence without pay, not to exceed one year. An effort should be made, however, to arrange such leaves to coincide with academic semesters.

Eligible faculty members may also take six weeks of unpaid maternity leave under the provisions of the federal Family and Medical Leave Act (FMLA) of 1993, which allows up to 12 weeks of leave.

Parental Leave with Pay

Arcadia University will provide three weeks paid parental leave to full-time faculty members whose spouse or domestic partner has given birth. In the case of domestic partners, the couple must have registered with the Office of Human Resources as such and furnished the required documentation necessary to meet the eligibility criteria as outlined in the University's Domestic Partner Policy. To be eligible for paid parental leave, the faculty member must have completed at least one academic year of full-time service. Parental leave must be requested of the Department Chair and the Provost in writing, with a copy to the Assistant Vice President for Human Resources, at least 30 days in advance of the commencement of the leave. The three weeks of parental leave will be granted immediately following the birth of the child and must be taken consecutively.

Eligible faculty members may also take nine weeks of unpaid parental leave under the provisions of the federal Family and Medical Leave Act (FMLA) of 1993, which allows up to 12 weeks of leave.

Adoption Leave

Adoption leave is a special application of Parental Leave. Three weeks paid adoption leave will be granted for full-time faculty members adopting a child. The three weeks of paid adoption leave must surround the adoption of the child and must be taken consecutively. All other provisions of the parental leave apply to adoption leave.

Eligible faculty members may also take nine weeks of unpaid adoption leave under the provisions of the federal Family and Medical Leave Act (FMLA) of 1993. Employers are required to grant eligible employees a leave of absence for the following reasons:

- The birth of a child, in order to care for that child

- The placement of a child with the employee for adoption or foster care
- Care of a spouse, parent or child who has a serious health condition
- A serious health condition of the employee.

Eligible employees include those who have been employed by the University for at least 12 months prior to the commencement of the leave and who worked at least 1,250 hours or more during the previous 12 months. The maximum length of a FMLA leave of absence is 12 workweeks in a fiscal year. Periods of more than three days' absence from work require a request for approval of leave and may be designated as FMLA. In cases where Arcadia University provides more generous leave benefits than are required by the FMLA, 12 weeks of that leave will be designated as FMLA leave.

Additional information and leave request forms are available in the Office of Human Resources

90.15 Unpaid Leaves of Absence

Revised September 7, 2015

Any full-time faculty member, after three years of full-time service, may request a full-time or part-time leave of absence without pay for one of the following reasons:

- fellowship award
- completion of research
- formal study
- without regard to prior years of service, extended service in the armed services
- defense work during a war or national emergency
- any program of enrichment approved by the University
- assignments or work that are considered to benefit the University
- personal reasons such as illness or maternity or paternity leave (see also Section 1& 2 above)
- other specified reasons in the best interests of the University

Such leaves must be mutually agreed to and shall not ordinarily be for longer than one year, although the University, through the Provost, may grant a further extended full-time or part-time leave without pay in special circumstances.

A leave of absence without payment shall not affect the academic rank or tenure status of the faculty member except that the year or semester will not count as part of the probationary period before consideration for continuous tenure or post-tenure sabbatical leave. Although more than one year or two semesters of leave without pay may be permitted, extension of the probationary period as a result of one year or two semesters of leave without pay and/or pre-tenure sabbatical may result in no more than one year's delay of the tenure review (see Section 130.34, Part 3 above). This limitation does not apply to leaves for illness, disability or pregnancy; it does apply to leaves for family care-taking responsibilities such as child rearing and care for elderly relatives.

In special personal or professional circumstances when a leave that extends the probationary period has already been taken, an untenured faculty member may petition the Promotion and Tenure Committee for additional extension of the probationary period. The Promotion and Tenure Committee will recommend action to the Provost, whose decision shall be considered final.

A leave of absence taken for professional activities which will add to the qualifications of the individual and the prestige of the University shall not exclude the faculty member from consideration for an increase in salary.

Faculty members on leave of absence may suspend participation in TIAA/CREF; or they may continue participation in the plan by contributing 6 1/2 percent of the contract salary for the previous academic year and the University will then make its contribution at the prevailing rate. Tuition Benefits (as defined in Section 130.20, Part 1 above) continue during the leave provided the faculty member signs an agreement to return full-time to the University for the academic year immediately following the leave. If the faculty member fails to return for the following year, he or she shall reimburse the University for all Tuition Benefits paid by the University covering the period of the leave. Medical and life insurance, and other fringe benefits continue up to the limits of the master policies, unless waived by the faculty member. Faculty members contemplating application for a leave of absence should arrange with the Office of Human Resources for continuation of fringe benefits. The terms of the leave of absence, including fringe benefits, will be stated in the letter granting the leave and shall be in the possession of both the individual and the University.

Only in rare instances will a leave of absence without payment be extended for an additional year. If a tenured faculty member does not accept reappointment after the expiration of two years on leave, he or she may forfeit the status of continuous tenure.

Requests for a leave without pay should be submitted in writing to the Provost through the Department Chair no later than February 15 of the academic year preceding that in which the leave is to begin, or not later than September 15 if the request is for leave for the spring semester only. A final decision on such leaves is made by the Provost in consultation with the Department Chair.

90.16 Resignation

Revised October 17, 2024

Faculty members resigning from their position at the University should make every effort to notify the University as soon as possible but no later than May 15 of the current academic year so that the University can plan appropriately.

Faculty must return all University property to their Department Chair at the time of separation, including, but not limited to, keys, University credit cards, laptops and other University

equipment, and identification cards. Failure to return certain items may result in deductions from their final paycheck in accordance with applicable state law. Please notify the Office of Human Resources of any address changes during the calendar year in which resignation occurs to ensure tax documents are sent to the correct address.

Faculty will also be asked to participate in an exit interview when they leave the University. The purpose of the exit interview is to provide management with greater insights into their decision to leave employment; to identify any trends requiring attention or opportunities for improvement; and to assist Arcadia University in developing effective recruitment and retention strategies.

90.17 Retirement

Revised.

Upon retirement at age 65 or older, and after completion of 20 years of full-time continuous service to Arcadia University, a full-time faculty member will be eligible for:

1. A Life Insurance Policy of \$2,000, if hired before July 1, 1995)
2. A one-time payment of \$10,000 made to a Healthcare Reimbursement Account (HRA) to be used to pay for eligible out of pocket medical expenses for the retiree and spouse during the life of the retiree.

Additionally, there is a grandfathering option which allows certain eligible employees to choose between the one-time payment of the \$10,000 HRA, or participation in the University-sponsored Post-Retirement Medical Plan (currently a Medicare Advantage Keystone 65 plan), the premium of which is paid for by Arcadia University for the life of the retiree. In order to qualify for grandfathering, on June 1, 2016 the employee:

- Must have been at least 58 years of age and
- Have served the university in a full-time, continuous capacity for a minimum of 15 years.

All full-time faculty members hired on or after January 1, 2016 are not eligible for the Post-Retirement Health Benefit.

Full-time faculty members who retire prior to age 65, but are at least age 62, will be considered early retirees and have the option to continue participation, at their own expense, in the University sponsored medical plans that are available to active employees. Payment for this coverage should be made directly to the Office of Human Resources. Details will be provided to the employee upon retirement.

Eligibility for the University-paid retiree medical plans begins at age 65. To qualify, eligible retirees must be enrolled in Medicare Parts A&B on the effective date of coverage. The premium for the University sponsored retiree medical plan will be paid by Arcadia.

Retirees who are interested in enrolling in the University-paid retiree medical plan should contact the Office of Human Resources for information on the current retiree program at least 3 months prior to their 65th birthday.

Individuals who retire from Arcadia University but become employed elsewhere will not be entitled to enroll in the University's retiree benefits program.

The retiree will also receive benefits from Social Security (FICA) and from the TIAA or Vanguard Retirement Plans if he or she has contributed to one of those matching arrangements.

Educational benefits for which full-time faculty members are eligible extend to full-time faculty who are retired and to their spouses and dependent children to the extent provided in Section 130.19. Such benefits are subject to change in the event of a general change in the terms of such benefit programs. Faculty should be in contact with the Office of Human Resources at least one year before they plan to retire for more information regarding retirement.

90.18 Active Retirement

Revised October 17, 2024

Active retirement is a special status that may be available to some faculty who have formally retired. The following guidelines are intended to provide the basis for formulating agreements with some individual retired faculty regarding continuing participation in campus life. Note that active retirement and Emeritus status at Arcadia University are different, though faculty on active retirement may also hold Emeritus status.

The status of active retirement is granted by the Provost for periods of no less than one year, on the recommendation of the Head of the School/College, the Department Chair, and the Faculty Senate. In most cases, the fundamental element of active retirement status will be continuing activity in either teaching or research. In some cases, however, a retired faculty member may wish to be involved in campus or Department service without being involved in teaching or research.

Guidelines for Active Retirement Agreements

1. By mutual agreement of the faculty member in active retirement, the Department Chair, and the Head of their School/College, the retiree may receive contracts from one semester to two years for part-time teaching. All contracts are contingent on adequate enrollments in classes and may be canceled if enrollments fall below the level required by the Office of the Provost. Contracts may be renewed by mutual consent of the parties.
2. Salary will be based on the overload salary scale, using the rank achieved at the time of retirement. Individuals may be expected to provide additional service as well (e.g., participation in Department or University-level service, advising, etc.).
3. Faculty in active retirement have the right to serve on appointed (but not elected) committees.

4. Faculty granted active retirement status are eligible to apply for professional development support (see Section 40.09: Professional Development Support) and other special support available to other faculty unless specifically prohibited by the guidelines for such programs. They are not eligible for sabbatical leaves or other leaves with pay.
5. Retirees who assume active retirement status will be assigned office space appropriate to their needs once full-time and part-time faculty have been accommodated. Funds for additional support services (e.g., postage, copying, supplies, etc.) may be provided by the Department or the Provost if financial resources are available.
6. Benefits are not affected by active retirement status.

90.19 Emeritus Recognition

Revised October 17, 2024

Members of the faculty who meet the following criteria may be nominated by the President to the Board of Trustees for Emeritus appointment at the rank held at the time of retirement. The criteria for Emeritus status are as follows:

1. Retirement from the faculty;
2. At least 10 years of service to Arcadia University in a faculty role; and
3. Distinguished service characterized by significant professional achievement in teaching, professional advancement, scholarly and creative activities, and/or active participation in collegial activities on a level above the ordinary.

Selection procedures may be initiated either by the Provost or by the faculty member's Department Chair or Program Director after consultation with members of the Department. Nominations will be received by the Provost and reviewed by the Promotion and Tenure Committee, who may seek input from others qualified to contribute to the evaluation. Recommendations of the Promotion and Tenure Committee will be conveyed by the Provost to the President who, after consideration, may provide nominations to the Board of Trustees.

As a continuing member of the University community, the Emeritus faculty member is encouraged to continue to participate in research activities and campus life. Emeritus faculty shall retain the following privileges:

1. Membership in the faculty on a non-voting basis;
2. The opportunity to serve on and/or chair University committees that do not limit membership to full-time or tenured faculty;
3. Their University Email address, University identification card, and parking permit;
4. The opportunity to audit Arcadia University courses on the same basis as full-time faculty and to participate in academic processions;
5. The opportunity to apply for professional development funds (approval of those requests is not guaranteed);
6. Faculty privileges (including discounts) at the library, the University bookstore, and campus events.

Based upon availability of space, the needs of the Emeritus faculty member, and their ongoing research, teaching, or service involvement, space (including an office) may be made available.

90.20 Non-Reappointment

Revised October 17, 2024

I. Non-Reappointment and Termination

There is a clear legal distinction between non-reappointment of an untenured or non-tenure track faculty member and termination of a untenured, non-tenure track, or tenured faculty member:

1. Reappointment of untenured or non-tenure track faculty is at the sole discretion of the University, and the University may decide not to renew an appointment without providing reasons. The individual may request from the Provost that the University indicate the reasons for non-renewal, which are ordinarily communicated orally.
2. No notice of non-reappointment need be given in an instance in which the terms of the initial appointment indicate that the position is for a fixed term without the possibility of reappointment.
3. Termination or dismissal of full-time faculty is addressed in Section 90.28: Dismissal for Adequate Cause, Section 90.29: Termination Due to the Discontinuance of a Discipline or Department, Section 90.30: Termination for Medical Reasons, and Section 90.31: Termination Due to Financial Exigency of the Faculty Handbook. Termination of adjunct faculty members is addressed through the Collective Bargaining Agreement.

II. Notice of Non-Reappointment

In cases other than that of adjunct faculty, notice of non-reappointment will be given in writing by the Provost in accordance with the following standards, as established by the American Association of University Professors:

1. No later than March 1st of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
2. No later than December 15th of the second academic year of service if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination; and
3. At least twelve months before the expiration of an appointment after two or more years at the institution.

90.21 Dismissal for Adequate Cause

Revised September 7, 2015

Adequate cause for dismissal will be related, directly and substantially, to the fitness of the faculty member in his or her professional capacity as a teacher and researcher. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of citizenship. "Adequate cause" for dismissal is understood to encompass the following five considerations:

1. unprofessional conduct on or off campus incompetence
2. gross neglect or dereliction of duty
3. conduct involving material fraud, theft or dishonesty, or willful infliction of physical or emotional harm to another, or the threat thereof, and occurring in matters or transactions related to the individual's status as a faculty member
4. conviction of a criminal offense

Particularly in the case of (1) and (3) special care must be taken not to violate the rights of academic freedom. In a time of rapid social change the type of conduct deemed unprofessional by the academic community also undergoes change, and therefore it is undesirable to attempt an exhaustive and specific list of prohibited conduct. Even categories likely to remain stable in their meaning as directly an affront to the ethics of academic life, such as plagiarism, may experience change in content. To dismiss a faculty member on this ground requires that there be evidence that indeed the academic community considers the conduct unprofessional: "The standard is not that the moral sensibilities of persons in the particular community have been affronted. The standard is behavior that would evoke condemnation by the academic community generally." (AAUP, "Academic Freedom and Tenure," 1940; "1970 Interpretive Comments.")

Similar caution is applicable to dismissal for criminal conviction. Normally this constitutes grounds for dismissal, but not all such convictions are such as to "evoke condemnation by the academic community generally."

Procedures

The decision to terminate shall be made by the President after consultation, to the extent deemed appropriate by the President, with the Provost, the Department Chair concerned, Departmental colleagues, persons alleging the cause, or others who may have relevant information.

The President may impose suspension for a fixed period not longer than 15 days or other lesser sanctions for conduct described above if the President determines that the circumstances do not warrant termination or that the interests of the University are best served by imposition of a lesser sanction.

If the decision is to terminate or suspend, the President shall inform the faculty member of the decision in writing. In addition, the President shall confer with the individual concerned and, if requested, give him or her a written statement of the grounds for adequate cause for termination.

If the individual wishes to contest the decision, he or she shall in writing within 15 days of notice of termination request a hearing before the Panel of Professors. The hearing shall be conducted in accordance with the policies and procedures for faculty reviews and appeals.

If the President does not consent with the outcome of the hearing, the President may transmit the report of the Panel of Professors and its actions, together with the full record of the hearing before the Panel of Professors, to the Executive Committee of the Board of Trustees for review, and the President shall do so on the written request of the affected faculty member made within fifteen (15) days following notice to the faculty member of the action of the Panel of Professors.

If the Executive Committee chooses to review the case, it shall do so on the record of the case with the opportunity for written or oral argument by the principals or their representatives. The Executive Committee shall not, however, substitute its judgment of the complainant's quality and achievement as a teacher and scholar for that of the Panel of Professors.

Should the Executive Committee not sustain the action of the Panel of Professors, the matter will be returned to the Panel with objections specified. The Panel will reconsider the matter, taking account of the stated objections and receiving new evidence if necessary. It frames its decision and communicates it to the Executive Committee as before. Only after study of the Panel's reconsideration shall the Executive Committee make a final decision overruling the Panel.

Interim Suspension During Review

While the case is under review the President may, without prejudice to the final determination of the case, suspend the faculty member from teaching or other duties. Such suspension is justified only if immediate harm to himself or herself or to others is threatened by the faculty member's continuance. Unless legal considerations forbid, any such suspension will be with pay.

90.22 Termination Due to the Discontinuance of a Discipline or Department

Revised October 17, 2024

The termination of academic disciplines or Departments is a normal part of the evolution of an institution of higher learning. As a result, termination of an appointment with tenure, or of other appointments before the end of the appointment period, may occur as a result of bona fide formal discontinuance of the discipline or Department for which the faculty member was engaged.

1. Since the faculty, under the leadership of the President and the Provost, is responsible for the academic programs of the University, the participation of the Faculty should be sought in the planning for and decisions about the termination of academic disciplinary offerings.
2. The ultimate authority to discontinue a Department rests in the Board of Trustees, which must be provided with the following information:
 - a. The proposed date after which no additional students will be admitted into the program;
 - b. How currently enrolled students will be accommodated in the realization of their degrees; and

- c. The proposed plan relocation or termination of all tenured and non-tenured faculty and other staff in the affected disciplines or Departments.
3. The decision to discontinue formally a discipline within a Department will be based essentially upon educational considerations, as determined primarily by the faculty as a whole or by a body designated by it.
 - a. "Educational considerations" do not include cyclical or temporary variations in enrollment.
 - b. They must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance.
4. Reasonable efforts will be made to offer other suitable teaching or administrative positions to tenured faculty members whose teaching positions have been terminated.
5. A tenured faculty member dismissed on this ground will be notified by May 30 two years in advance of the date the termination will become effective or will be paid two years' salary in lieu of advanced notification.

A faculty member may appeal a proposed relocation or termination resulting from a discontinuance and has a right to a hearing before the Faculty Senate. In the hearing, action of the Board of Trustees to discontinue a discipline or Department shall be conclusively valid, but the burden of proof on other issues will rest on the Administration.

90.23 Termination for Medical Reasons

Revised October 17, 2024

Termination for medical reasons of an appointment with tenure, or of other appointments before the end of the appointment period, will be based upon clear and convincing evidence that for medical reasons (physical or mental) the faculty member cannot fulfill, with or without reasonable accommodation, the terms and conditions of the appointment (i.e., is not a qualified individual). However, no action shall be taken that is inconsistent with provisions of the Americans with Disabilities Act (ADA), the administrative regulations implementing the Act, or any applicable statute of the Commonwealth of Pennsylvania. See Section 20.03: Disability Accommodations for Faculty for more information.

90.24 Termination Due to Financial Exigency

Revised September 7, 2015

Termination of an appointment with continuous tenure or other appointments before the end of the period of the appointment may occur under extraordinary circumstances because of a demonstrably bona fide financial exigency, i.e., an imminent financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means. Termination of appointments or reducing academic Departments is the means of last resort by which to cope with a financial exigency. Every effort will be made to offer other suitable positions to tenured faculty members whose teaching positions have been terminated.

Procedures

Determining the Existence of a Financial Exigency

The final authority for determination that a state of financial exigency exists, and of the general scope of the institution's response to a state of financial exigency, rests in the Board of Trustees and its determinations in this regard shall be conclusive. Before a final determination by the Board of Trustees, the administration shall consult with the Faculty Senate and seek its concurrence that indeed a state of financial exigency exists. The administration shall provide supporting data and additional information as requested by the Faculty Senate.

Determining the Departments or Disciplines to Be Affected

The administration shall consult with a joint meeting of the Academic Committee of the Faculty Senate and the Department Chairs involved to seek their concurrence with a plan to terminate or to reduce one or more academic positions. (Earlier, the Committee will have established a set of criteria by which academic Departments are evaluated in the light of the overall mission of the University.) The administration shall provide supporting data and any additional information the Committee shall request. The Committee shall inform the entire Faculty as to whether or not they concur with the Administration's plan.

Determining the Faculty Members to Be Released

For the part of the plan that involves termination of disciplines or Departments, the faculty members affected shall be all those whose sole responsibility is attached to those disciplines or Departments. If the proposed plan includes reduction and not termination of disciplines or Departments, then the administration shall consult with the Committee on Promotion and Tenure to seek its concurrence on a list of faculty members to be released from reduced Departments. The administration shall provide supporting data and additional information as requested by the Committee on Promotion and Tenure. The Committee shall inform the Faculty as a whole whether or not it concurs with the proposal.

Release of faculty members due to a reduction of disciplines or Departments in a state of financial exigency shall take place in the following order:

1. Part-time faculty,
2. Then, non-tenured full-time faculty, with individual decisions being based on such factors as academic merit, needs of the University, years of full-time service to Arcadia University, and affirmative action goals.
3. Then, tenured full-time faculty, in the order from least to most years of full-time service (including time spent on academic or sabbatical leave, but not time spent on sick leave) to Arcadia University. In the event of identical years of service to the University, the faculty member with the fewest years since achieving tenure shall be released first. In the event of identical years since achieving tenure, the faculty member holding the lowest rank shall be released first.

Informing the Faculty Members Affected

After either or both the Committee on Promotion and Tenure or the combined Academic Committee has informed the Faculty as a whole as to its recommendation, the administration shall inform the faculty members affected of the intention to release them due to financial exigency. Advance notice (or equivalent salary) shall be given as follows: (1) for a faculty member in his or her first year, at least three months, (2) for a non-tenured faculty member beyond the first year, at least six months, and (3) for a tenured or faculty member, at least twelve months.

Right of Appeal

Faculty members notified of an intention to release them due to financial exigency may appeal to Faculty Senate for a review of the action, provided they do so within two weeks of the receipt of the notice. The administration shall not release the faculty member until Faculty Senate has reviewed the case and informed the Faculty as a whole whether or not it concurs with the action, provided that Faculty Senate does so within 30 days after the appeal is made.

Right of Recall

If circumstances permit the recall of released faculty members, they shall be recalled in the inverse order of their release, with at least the same rank and salary as of the date of their release. Tenured faculty members who are recalled following their release shall re-acquire their collegial tenure status, effective as to the date of their original tenured appointment.

For a period of at least three years following the release of a faculty member due to financial exigency, Arcadia University shall not hire another person, whether on a full-time or the full-time equivalent of part-time basis, to perform the duties which were previously performed by the released faculty member or other duties which the released faculty member is clearly capable of performing adequately. The Faculty Senate shall review cases where such action might have occurred and report its findings to the Faculty as a whole.

90.25 Grievance Procedures

Revised September 7, 2015

Before making an appeal through formal channels, the complainant should use all the informal means of settling the difficulty. Ordinarily he or she will discuss the situation with the Department Chair, the Head of School/College, the Provost, and if the matter is still not resolved, the President of the University.

Formal Hearing Procedures

There are two formal hearing committees: The Work and Welfare Committee of the Faculty Senate and the Panel of Professors, composed of the five full professors on longest tenure.

A. *Work and Welfare Committee, Faculty Senate*

Except as otherwise provided below, the grievance procedure to be followed by the Work and Welfare Committee in its capacity as Grievance Committee is this: a petition to the

Committee must be in writing, setting forth in detail the nature of the grievance and stating against whom the grievance is addressed. It should contain any factual or other data which the complainant deems pertinent to the case. The Committee decides whether the facts merit a detailed investigation. If the faculty member succeeds in establishing a *prima facie* case, it is incumbent on those who made the decision that is at issue in the grievance to come forward with evidence in support of their decision. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The Committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the Committee such a settlement is not possible or is not appropriate, it will report its findings and recommendations to the complainant and to the appropriate administrative officer and faculty body, and the complainant will, upon request, be provided with an opportunity to present the grievance to them.

In any instance in which the Committee is required to conduct a hearing on a matter presented to it, or determines in its discretion to do so, the procedures (below) established for hearings before the Panel of Professors where applicable (i.e., those that do not pertain exclusively to dismissal) shall be observed, except that no party may be represented by legal counsel.

Unless waived by the complainant, he or she shall receive formal notice of the date and time of the hearing not less than twenty days prior to the meeting. At the same time, any documents received by the Committee will be shared with all parties to the case.

In the hearing, the complainant and the President or President's delegate shall each have the right (i) to be present, (ii) to have present an adviser of his or her own choosing, (iii) to question all witnesses who testify orally, (iv) to present documents, evidence and supporting testimony, (v) to receive copies of written materials presented as evidence or testimony, including the names of those supplying the materials. An audio recording of the hearing will be made. At the complainant's request, a copy of that recording will be made available to him or her without cost.

The findings of fact and the decision by the Committee shall be based solely on the hearing record. The burden of proof will be assigned in accordance with the list given in this Section, Part 2(c) and will be satisfied only by clear and convincing evidence in the record considered as a whole.

A faculty member may petition the Faculty Senate on the following matters:

- (i) Failure of promotion or denial of tenure. A faculty member may file a complaint with the Work and Welfare Committee in its capacity as Grievance Committee on the basis of inadequate consideration or impropriety of procedure. The Committee will review the case on these grounds only. It will not substitute its qualitative judgment for that of the Committee on Promotion and Tenure.

Persons on the Committee who have participated in the original decision to deny promotion or tenure are disqualified from serving in the review of the grievance. This always applies to the President and Provost. If less than six elected members of the Committee are qualified to serve, the Committee must ensure that the Committee has five members by adding past members of the Committee in a sequence beginning with those most recently elected in order of seniority.

If the Committee finds for the complainant, the case will be returned to the Committee on Promotion and Tenure for reconsideration, and a second recommendation will be forwarded by the Committee to the President.

- (ii) Non-renewal of appointment. A faculty member may file a complaint with the Work and Welfare Committee in its capacity as Grievance Committee on the basis of inadequate consideration or impropriety of procedure. The Committee will review the case on these grounds only. It will not substitute its qualitative judgment for that of the Provost, Department Chair or Department, or Promotion and Tenure Committee.

Persons on the Faculty Senate who have participated in the original decision not to renew the appointment are disqualified from serving in the review of the grievance. This always applies to the President and Provost. If less than six elected members of the Committee are qualified to serve, the Committee must ensure that the Committee has five members by adding past members of the Committee in a sequence beginning with those most recently elected in order of seniority.

The Chair of the Work and Welfare Committee shall continue to serve in that capacity when that group transforms itself into a grievance committee. Should that individual have been disqualified from serving in the review of the grievance, the remaining members of the Grievance Committee will elect one of their number as Chair.

If the Committee finds for the complainant, the case will be returned to the Provost for reconsideration.

- (iii) Dismissal or relocation. (See also Sections 130.xx and 130.xx above [termination due to "Discontinuance of Discipline or Department" and termination due to "Reduction of a Discipline or Department"])

If a dismissal or relocation results from a discontinuance of Department or discipline, or its reduction, or from financial exigency, an appeal may be made to the Work and Welfare Committee of the Faculty Senate.

If the Committee finds for the complainant, the case will be returned to the administration for reconsideration.

- (iv) Alleged violation of academic freedom. If the Work and Welfare Committee finds that the academic freedom of a complainant may have been violated, the matter shall be

returned to the person against whom the complaint is made for reconsideration and a copy of the determination shall be given to the President.

- (v) Charges of discrimination. A complaint by a faculty member alleging that a decision harmful to him or her has been infected by discrimination presents the special difficulty of probing motivation. Statistical evidence may not be sufficient alone to establish discrimination, but it can provide an adequate basis for a *prima facie* case and for requesting an explanation from the party against whom the grievance is directed.
- (vi) Other matters except as noted below. In instances where no other disposition is indicated above, if Faculty Council finds for the complainant, the case shall be returned to the person against whom the complaint is made for reconsideration.

B. Panel of Professors

The Panel of Professors, composed of five full professors on longest tenure, shall hear appeals solely in cases of termination or dismissal for cause and termination or dismissal for medical reasons. (Cases involving non-renewal fall within the provenance of the Work and Welfare Committee of the Faculty Senate [see above]). If a case involves conflicting areas of jurisdiction, for example, should the case involve an appeal of a dismissal where the faculty member alleges a violation of academic freedom, jurisdiction will be determined by the possible stakes of the case (e.g., dismissal) rather than by the grounds for the appeal (e.g., violation of academic freedom).

Any persons previously involved in the decision or otherwise personally involved are disqualified from serving on the Panel, and the professor or professors of next longest tenure shall serve. If such a contingency reduces the size of the Panel to less than five, the associate professor(s) of longest tenure will be added. The Panel elects its own Chair.

The complainant must make the request for a hearing in writing to the Chair of Faculty Senate. If the complainant asserts the case was given inadequate consideration, or that there were procedural improprieties, the assertions shall be stated in the hearing request.

The Panel has the right to designate one of its members to talk informally with the complainant and those bringing the charges, after which he or she will report the findings to the Panel.

If the matter is not resolved informally to the complainant's satisfaction, the Panel shall hold a formal hearing.

Unless waived by the complainant, he or she shall receive formal notice of the date and time of the hearing with a statement by the President or President's delegate of the reasons for dismissal framed with reasonable particularity, not less than twenty days prior to the meeting.

The Panel may hold joint pre-hearing meetings with the parties in order to (i) simplify the issues, (ii) effect stipulation of facts, (iii) provide for the exchange of documentary or other information, and (iv) achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.

The complainant will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration shall cooperate with the Panel in securing witnesses and making available documentary and other evidence.

A verbatim record of all dismissal hearings will be taken. At the complainant's request, a typewritten copy will be made available to him or her without cost.

Hearings will be conducted without legal counsel present. In the hearing, the complainant and the President or President's delegate shall each have the right (i) to be present, (ii) to have present an adviser of his or her own choosing, (iii) to question all witnesses who testify orally, (iv) to present documents, evidence and supporting testimony, (v) to receive copies of written materials presented as evidence or testimony, including the names of those supplying the materials.

The complainant shall be given the opportunity to confront all witnesses adverse to him or her. Where unusual and urgent reasons move the Panel to withhold this right, or where the witness cannot or will not appear, the identity of the witness and his or her statements shall be disclosed to the complainant.

At the request of the complainant, the President or the Panel, a representative of a responsible educational association (e.g., the American Association of University Professors [AAUP]) will be permitted to attend a dismissal hearing as an observer.

In a dismissal hearing on charges of incompetency, the testimony shall include that of teachers and scholars from other institutions as well as from Arcadia.

The Panel will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort shall be made to obtain the most reliable evidence available.

The findings of fact and the decision shall be based solely on the hearing record. The burden of proof that adequate cause for dismissal exists rests with the institution and will be satisfied only by clear and convincing evidence in the record considered as a whole.

The Panel will report its decision vis-a-vis dismissal in writing to the President of the University and will provide a copy of the report to the complainant.

Definitions

A. *Inadequate Consideration*

The phrase "adequate consideration" refers essentially to procedural rather than substantive issues: Was the decision conscientiously arrived at? Was all available evidence bearing on the relevant performance of the candidate sought out and considered? Was there adequate deliberation over the import of the evidence in the light of relevant standards? Were irrelevant or improper standards excluded from consideration? Was the decision a bona fide exercise of professional academic judgment? (AAUP, "Statement on Procedural Standards in the Renewal or Non-renewal of Faculty Appointments," 1971). Inadequate consideration includes, but is not limited to, consideration that violates academic freedom or is discriminatory.

B. *Violations of Academic Freedom*

An action or policy violates academic freedom to the extent that it violates the principles as stated in Section 130.33, Part 1 (above).

C. *Procedural Impropriety*

By a procedural impropriety is meant a violation of the specific procedures laid down in University Policies, Faculty By-Laws, or other documents contained in this Faculty Handbook which has resulted in material prejudice to the interests of the individual complaining of the impropriety or is likely to result in material prejudice.

D. *Discrimination*

An action or policy is discriminatory to the extent that it violates University policy to make appointments, renew appointments, grant tenure and promotion and otherwise to deal with members of the University community without prejudice with respect to race, sex, religion, national origin, age, physical disability, marital status or sexual or affectional preference.

Burden of Proof

The burden of proof in any formal hearing will be assigned as follows:

- Procedural Impropriety: Complainant
- Inadequate Consideration: Complainant
- Alleged Violation of Academic Freedom: Complainant
- Charge of Discrimination: Complainant
- Non-renewal: Complainant
- Financial Exigency: University
- Dismissal for Cause: University

Confidentiality

Deliberations concerning personnel actions must remain confidential. No person involved in these deliberations at any stage shall discuss or debate the issues with persons not officially involved nor report decisions reached. Recommendations from the Committee on Promotion

and Tenure, from the Grievance Committee of the Faculty Senate, the Panel of Professors, and the Executive Committee of the Board of Trustees will be conveyed to the faculty member concerned by the President of the University. Public statements, if necessary, will be made by the President after all proceedings have been complied with.

90.26 Responsibilities of the Department Chairpersons

Revised October 17, 2024

Department Chairs, selected by members of the Department, are appointed on a year-by-year basis pending approval of the Provost and the Head of the School or College. A Department Chair may be reappointed for successive years. Continuous tenure does not apply to positions involving administrative duties. Appointment as a Department Chair does not change the individual's tenure status as a faculty member.

Ordinarily time involved in these duties is compensated by a reduced teaching load rather than by additional salary. Among the variables are the number of faculty in the Department and the number of students majoring in the Department. The Provost determines the semester-by-semester course load of each Department Chair, which is documented in the Alternate Work Assignment (AWA).

The Department Chair is responsible for the following and other duties as assigned:

1. Coordinating the instruction and personnel of the Department;
2. Carrying out administrative details necessary to the functioning of the Department internally and in relation to the University, such as meeting with the Promotion and Tenure Committee, providing feedback on Faculty Annual Reports, etc;
3. Holding regular meetings of the Department faculty for discussion of policies, goals, and their implementation; curriculum design, instruction, and course assignments; advising students; annual budget requests; and other matters of Departmental concern;
4. Making recommendations to the appropriate Head of the School or College regarding personnel, the reappointment of non-tenured faculty, the Department budget, and the needs of the Department;
5. Submitting written reports to the appropriate Head of the School or College and to the Office of the Provost as requested;
6. Advising students majoring in the Department, either personally or through assignment of students to members of the Department;
7. Checking the records of majors and minors as to the fulfillment of graduation requirements;

Because not all Schools and Colleges have Deans, in such situations, the Chair may also assume additional responsibilities, including those generally assigned to Deans, as defined by the Provost.

The Department Chair represents the views, policies, and requests of colleagues in their Department to the Administration through the Provost and to the Faculty Senate and/or its committees as appropriate. The Department Chair also makes recommendations for course

assignments and teaching loads for members of the Department to the Head of the School or College. The decision regarding teaching loads for individual faculty members rests with the appropriate Head of the School or College.

Beyond these administrative tasks, however, by virtue of holding a position of leadership and mentoring, each Department Chair has a special obligation to build and maintain a strong Department in subject matter, curriculum, teaching effectiveness, and scholarship and/or creative work. This obligation includes not only active participation in recruitment of Departmental faculty but also considered judgment and objectivity in evaluating the ability and performance of colleagues in the Department.

90.27 Responsibilities of Program Directors and Program Coordinators

Revised October 17, 2024

Program Directors and Program Coordinators are appointed on a year-by-year basis by the Department Chair or, in the absence of a Department Chair, the Head of the School or College, pending approval of the Provost and the Head of the School or College. A Program Director or Coordinator may be reappointed for successive years. Continuous tenure does not apply to positions involving administrative duties. Appointment as a Program Director or Coordinator does not change the individual's tenure status as a faculty member.

Ordinarily time involved in these duties is compensated by a reduced teaching load rather than by additional salary. Among the variables are the number of faculty affiliated with the Program, the number of students declaring a major or minor in the Program, and the number of students enrolled per year in its courses. The Provost determines the semester-by-semester course load of each Program Director or Coordinator, which is documented in the Alternate Work Assignment (AWA).

The Program Director or Coordinator is generally responsible for the following and other duties as assigned and as needed. Additional duties and responsibilities may be reflected in the faculty member's Alternate Work Assignment (AWA):

1. Coordinates the instruction and personnel of the program;
2. Carrying out administrative details necessary to the functioning of the program internally and in relation to the Department and University;
3. Holding regular meetings of the program faculty for discussion of policies, goals, and their implementation; curriculum design, instruction, and course assignments; advising students; annual budget requests; organizing events and guest speakers, and other matters of programmatic concern;
4. Submitting written reports to the Department Chair and Head of the School or College as requested;
5. Advising students pursuing majors or minors within the program, either personally or through assignment of students to members of the program or the Department in which it is housed;

6. Checking the records of students who have declared major or minor in the program as to the fulfillment of graduation requirements;
7. Making recommendations to the Department Chair regarding personnel, the program budget, and needs of the program.

The above duties and responsibilities apply to Program Directors and Coordinators within a Department, School, or College only. Duties for faculty who serve in the roles of Program Directors or Coordinators within the Arcadia Undergraduate Curriculum (AUC) are outlined separately in the AWAs for those positions.

The Program Director or Coordinator represents the views, policies, and requests of programmatic colleagues to the Administration through the Department Chair and the Head of the School or College and to the Faculty Senate and/or its committees as appropriate. The Program Director or Coordinator also makes recommendations for course assignments and teaching loads for members of the program to the Department Chair. The decision regarding teaching loads for individual faculty members rests with the appropriate Head of the School or College.

Beyond these administrative tasks, however, by virtue of holding a position of leadership and mentoring, each Program Director or Coordinator has a special obligation to build and maintain a strong program in subject matter, curriculum, teaching effectiveness, and scholarship. This obligation includes not only active participation in recruitment of programmatic faculty but also considered judgment and objectivity in evaluating the ability and performance of colleagues in the program. The ongoing process of evaluation is crucial not only to the program but also to the Department and the University as a whole.

90.28 Amendments to the Faculty Handbook

Revised October 17, 2024

Changes to the Arcadia University Faculty Handbook will be effective on adoption by the Board of Trustees. Suggestions for modification and revision of the Faculty Handbook, including additions and deletions, require a 2/3 vote of the Faculty Senate, followed by a 2/3 vote of the full-time faculty, according to the voting processes outlined in the Faculty Senate Procedures and/or Faculty Governance Bylaws. Immaterial changes such as correcting typographical errors, updating broken links, updating the names of offices or positions, and updating section numbers, etc. can be made, acting in good faith, by the Office of the Provost or the Chair of the Faculty Senate Work and Welfare Committee without a formal vote, as they are charged with the maintenance and revision of the Faculty Handbook.

Proposed amendments should be presented to the President of the University, who will present them to the Board of Trustees for their consideration without prejudice to the President's view on such policies. Changes proposed by the President or the Board of Trustees will be presented to the Faculty Senate for review and comment and responded to prior to final review, decision and action by the Trustees. Copies of revised and updated policy statements will be distributed to faculty members.

