



Faculty Handbook

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I. INTRODUCTION

History

There are 102 historically Black colleges and 253 Catholic colleges in the United States, yet only one is both historically Black and Catholic. That distinction belongs to Xavier University of Louisiana, which strives to combine the best attributes of both its faith and its culture.

Located in New Orleans, the small liberal arts college dates back to 1915, when Saint Katharine Drexel and the Sisters of the Blessed Sacrament founded the coeducational secondary school from which it evolved. Saint Katharine, supported by the interest of a substantial inheritance from her father, banker-financier Francis Drexel, founded and staffed many institutions throughout the U.S. in an effort to help educate Native Americans and Blacks. She was canonized by Pope John Paul II in 2000.

Aware of the serious lack of Catholic-oriented education available to young Blacks in the South, Saint Katharine came to New Orleans and established a high school on the site previously occupied by Southern University. A Normal School, offering one of the few career fields (teaching) open to Blacks at the time, was added two years later.

In 1925, Xavier University became a reality when the College of Liberal Arts and Sciences was established. The first degrees were awarded three years later. In 1927, a College of Pharmacy was opened.

Recognizing the University's need for a separate identity and room to expand, Saint Katharine bought a tract of undeveloped land for a campus on the corner of Palmetto and Pine Streets in 1929. Construction of the U-shaped, gothic administration building (now a city landmark) was completed in 1933.

The Sisters remain a vital presence on campus today, providing much-needed staffing and limited financial assistance, but today Xavier is governed by a bi-racial Board of Trustees. Xavier's president, Dr. Norman C. Francis, himself a Xavier graduate, is a nationally recognized leader in higher education.

Even with its special mission to serve the Black, Catholic community, Xavier's doors have always been open to qualified students of any race or creed. In fact, today more than 70 percent of Xavier's students are of other religious affiliations, and close to 25 percent are of other races.

Recent years have seen a growing influx of out-of-state students, yet a little over one-half of Xavier's students are from the state of Louisiana. The balance represents some 35 states and numerous foreign countries.

Prospective Xavier students can get academic support as early as junior high school. Highly successful, and equally popular, pre-college programs—each designed to improve the analytical reasoning skills of students—are offered each summer in various disciplines.

Xavier's curriculum is liberal arts oriented, with all students required to take a core of prescribed courses in theology and philosophy, the arts and the humanities, communications, history and the behavioral sciences, and mathematics and the natural sciences, in addition to more intensive work in their respective majors.

Xavier is recognized as a national leader in the field of minority science education, and has been featured in media outlets such as *CNN*, *USA Today*, *The New York Times*, *The Chronicle of Higher Education*, *U.S. News & World Report*, *the Washington Post*, *the Atlanta Journal-Constitution* and *Diverse Issues in Higher Education*.

Graduates enjoy an acceptance rate at medical and dental schools throughout the country which is better than twice the national average. Xavier places more African Americans into medical school than any other college in the United States. A full 95 percent of those Xavier graduates who enter medical and dental school go on to become practicing physicians. Xavier also ranks first in the nation in the number of African American students earning baccalaureate degrees in the physical sciences and the biological/life sciences.

The College of Pharmacy, one of two pharmacy schools in Louisiana, is a top producer of African Americans with the Doctor of Pharmacy degree.

In all, Xavier offers training in some three dozens fields on the undergraduate, graduate, and professional degree level. More than 30 percent of Xavier's graduates from the College of Arts and Sciences continue their education by attending graduate or professional school.

Mission Statement

Xavier University of Louisiana, founded by St. Katharine Drexel and the Sisters of the Blessed Sacrament, is Catholic and historically Black. The ultimate purpose of the University is to contribute to the promotion of a more just and humane society by preparing its students to assume roles of leadership and service in a global society. This preparation takes place in a diverse learning and teaching environment that incorporates all relevant educational means, including research and community service.

Goals

So that they will be able to assume roles of leadership and service, Xavier graduates will be:

- prepared for continual spiritual, moral and intellectual development;
- liberally educated in the knowledge and skills required for leadership; and service; and
- educated in a major field such that they are prepared to complete graduate or professional school and to succeed in a career and in life.

While Xavier maintains its historic role in providing special support for the aspirations and development of the African American community, it is committed to the ideal of a pluralistic society in which creative interaction among diverse traditions enriches all of its citizens.

Seal of Xavier University

- Description:*** A shield inscribed in a circle. On one side of the shield is a lion rampant in a field of white, or in the language of heraldry, on a field of silver. His claws are tinged with gold. On the other side of the shield, on a green field, is a crescent and above the crescent, a golden head of wheat. Woven in and around the shield we see a ribbon with the motto of Xavier University, "DEO ADJUVANTE NON TIMENDUM."
- Symbolism:*** The gold and the white, or silver, are Xavier's colors. The green field signifies confidence in God; the lion, symbol of courage and strength, represents the Xavier student, nourished with the wheat, which is the symbol of the Blessed Sacrament; the wheat may also stand for the Sisters of the Blessed Sacrament who founded Xavier University. The claws and the tongue of the lion are gold to indicate that the source of the Xavierite's strength is the Blessed Sacrament (the golden wheat). The crescent symbolizes Mary, the Virgin Mother of God from whom the Second Divine Person, the Blessed Wheat, arose; it also represents *the city of New Orleans commonly referred to as the "Crescent City."*
- Motto:*** "DEO ADJUVANTE, NON TIMENDUM." A free translation of the Latin may be rendered as, "WITH GOD AS OUR HELPER, ONE MUST NOT FEAR." Or again, "IF GOD BE WITH US, NOTHING IS TO BE FEARED."
- Date of adoption:*** This seal was adopted in 1950, at which time it replaced the seal formerly used.
- Designer:*** This seal was designed by Sister M. Lurana Neely, S.B.S., former Associate Professor of Art at Xavier University.

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II. ORGANIZATIONAL STRUCTURE OF XAVIER UNIVERSITY

The University Corporation

The Board of Trustees of Xavier University has the legal responsibility and authority to manage and direct the affairs of the Corporation (referred to generally as the University) and the control and disposal of its property and funds, and it has the power to carry out any other functions which are permitted by the charter of the Corporation, the constitution and the laws of the United States and the State of Louisiana.

Procedural and Historical Note

Operating under its founding charter from the State of Louisiana granted June 18, 1918, the University was governed for decades by the self-perpetuating Board of Directors comprised of five (5) Sisters of the Blessed Sacrament -- the religious community's Council General.

On July 6, 1966, the above Board of Directors of Xavier University of Louisiana (Council General) approved the Articles of Incorporation for a Louisiana corporation titled "Xavier University of Louisiana," which provided for three new members who were not of the religious community. The new expanded corporation replaced the Council General.

On September 23, 1968, the new restructured Board of Directors of Xavier University of Louisiana established a Commission of Governance to study the present governance principles and structure. The Board approved, in principle, a document entitled "Relevance in Governance: Xavier's Top Priority," and charged the new Commission with the responsibility to make recommendations evaluating the principles outlined in the document and indicating any other pertinent developments in the area of governance relevant and adequate for Xavier's commitments and objectives. This Commission had its first meeting on March 14, 1969.

The Board adopted the Commission's recommendations which changed the composition of the governing body from a nine (9) member board consisting of six (6) religious, one bishop, and two (2) lay persons, to a twenty-seven (27) member board in which two-thirds (2/3) of the seats are occupied by lay persons. The original board operated as a subsidiary of the religious order. The new (current) board is completely independent, has full ownership of, total control over and ultimate responsibility for the University.

Membership of the Board

The members of the Corporation consist of no less than nine (9) and not more than twenty-seven (27) persons, which number includes one-third (1/3) representation from the Sisters of the Blessed Sacrament.

The President of the University shall be an ex-officio member of the Board of Trustees.

Duties of the Board of Trustees

- bearing full and complete legal responsibility for the University as a corporate enterprise,
- choosing a president for the University, who shall be directly responsible to the Board for the administration of the University,
- approving the educational policies of the University,
- investing and reinvesting all funds of the University, and generally controlling the financial administration of the University,
- authorizing and supervising the construction of new buildings, additions, and other matters pertaining to expenditures,
- examining and studying the business methods and management of the University, and
- annually participating in the development of a comprehensive report upon all aspects of the University, physical, financial and educational, by the President of the University.

General Administration**The President**

All authority is vested in the Board of Trustees and is delegated according to their determination to the President and all other officials, councils and committees of the University.

Specific duties of the President of the University include:

- choosing such other officers of administration as shall be needed for the operation and control of the University and its constituency,
- acting as the chief executive of the University, charged with effecting its policies and regulations,
- exercising general supervision over the work of the administrative officers of the University, passing upon the satisfactoriness of services rendered and deciding upon the retention and dismissal of officers,
- appointing faculty members,
- representing the University to its constituency, to the general public, and in educational and social circles,
- presiding at the regular meetings of the University Academic Assembly and calling such special meetings as may be deemed necessary,
- exercising superintendence over all departments of the University as the prosperity of the University demands,

- making reports to the accrediting agencies and to the constituency of the University,
- supervising all official publications of the University,
- directing the attention of the faculty to changing educational thought and practice, particularly as they affect higher education,
- maintaining amity and unity of purpose among all members of the teaching and administrative staff, the alumni and the University,
- assisting, as far as possible, in raising funds for the support of the University and for endowments, and
- reporting to the Board of Trustees.

Provost and Senior Vice President, Academic Affairs

The Provost and Senior Vice President for Academic Affairs (SVPAA) serves as the President's chief advisor, providing leadership in establishing priorities and in collaborating with all organizational units to advance the mission and the continuing success of the institution. The Provost and SVPAA is the ranking Vice President who coordinates the work of the other University Vice Presidents. The Provost and SVPAA is the chief academic officer, and as such is responsible for implementing academic policy and coordinating academic programs and activities. The Provost and Senior Vice President reports to the President.

Reporting to the Provost and Senior Vice President, Academic Affairs are: the Associate Vice President, Academic Affairs; Assistant Vice President, Scholarship Coordinator; the Dean of the College of Arts and Sciences; the Dean of the College of Pharmacy; the Dean of Admissions; the Director of the Center for the Advancement of Teaching; the Director of the Center for Undergraduate Research; the Registrar; the Executive Director of the Career Advancement Center; the Director of the Office of Campus Ministry; the Director of the Confucius Institute; the Director of the Institute for Black Catholic Studies; the Director of the Quality Enhancement Plan; and the University Librarian.

It is the duty of the Provost and SVPAA to search for and to implement ways to affect a favorable climate for learning at the University. He/She shall encourage and promote good teaching and scholarship by the faculty and encourage good scholarship by the students. He/she shall administer the curriculum, advise on the hiring of new faculty, who may be offered employment by the Office of the President, and advise on release of non-tenured faculty, whose employment may be terminated by the Office of the President.

Specific duties of the Provost Senior Vice President for Academic Affairs include:

- serving as the University's chief academic officer who oversees the implementation of the University's academic mission, programs and policies and has broad responsibility for its faculty including the promotion of excellence in teaching, research, and service;

- taking an active role in expanding economic, social, and cultural engagement and impact, increasing opportunities for outreach, and strengthening partnerships in the Greater New Orleans area, as well as at the state, national, and global arenas, to advance academic and University success;
- presiding at meetings of the University Academic Council;
- reviewing and approving curricula, courses, and methods of instruction in all the colleges and schools of the University;
- working with the President and deans to review academic programs and recruit faculty necessary to carry out these programs;
- serving as a member of the University Budget Committee and thereby exercising authority for approving budgets for academic programs;
- monitoring policies and procedures concerning admissions, registration, scheduling, and academic guidance of the students of the University;
- approving and monitoring academic scholarships within University budget guidelines;
- overseeing the operation of the University Library;
- serving as the Cognizant Officer to the Board of Trustees' Committee on Faculty and Academic Affairs;
- serving as Chairperson of the University Committee on Academic Standing;
- reviewing the recruitment, orientation, and development of the faculty and the evaluation of their performance;
- assuring proper University representation at meetings of academic associations; and,
- carrying out other responsibilities as delegated by the President.

Senior Vice President, Administration

The Senior Vice President, Administration is the administrative officer; and as such, integrates all business and administrative functions to achieve a level of efficiency and effectiveness in support of the University's mission and goals, and advises the President on all fiscal, budgetary, and administrative matters. The Senior Vice President, Administration reports to the President. Reporting to the Senior Vice President, Administration are: the Vice President, Facility Planning and Management; the Vice President, Technology Administration; the Associate Vice President, Auxiliary and Support Services; the Director of Human Resources; the Director of Student Financial Aid; the Internal Auditor; and the Director of Environmental Health and Safety.

Vice President, Institutional Advancement

The Vice President, Institutional Advancement reports to the President and is responsible for advancing the University's relations and resources. Institutional Advancement encompasses the Development Office, Strategic Initiatives, and the Public Affairs and Communications Office. Daily operations of these offices are directed respectively by the Associate Vice President, Development, the Associate Vice President, Strategic Initiatives, and the Associate Vice President, Public Affairs and Communications, who report to the Vice President, Institutional Advancement.

Vice President, Student Services

The Vice President for Student Services is the administrative officer directly responsible for the coordination and overall development of the non-academic areas of student life. Reporting to the Vice President, Student Services are: the Associate Vice President, Student Services, the Assistant Dean for Student Life, and the Directors of the Center of Student Leadership and Service, Health Services, Housing and Residential Life, Intramural Sports and Recreation, Counseling and Wellness, Career Services, Campus Police, Campus Ministry, Athletics, and the University Center.

Vice President, Fiscal Services

The Vice President for Fiscal Services is the chief financial officer, and as such shall be responsible for implementing major policies and procedures relating to financial matters. The Vice President reports to the President and serves as support to the President and the Board of Trustees. The Vice President is directly responsible for managing the Office of Fiscal Services, and gives leadership and direction to the Controller, Accounts Payable Manager, Accounts Receivable Manager, Loan Collection Manager, Payroll Coordinator, and other administrative staff in the Office of Fiscal Services.

Vice President, Technology Administration

The Vice President, Technology Administration is responsible for developing, recommending, and implementing policies associated with the identification and integration of technology into the instructional and administrative functions of the University. He/She reports to the Senior Vice President, Administration for all matters related to technology implementation in the University.

Vice President, Planning and Institutional Research

The Vice President, Planning and Institutional Research is responsible for coordinating the University's planning process, and overseeing the Office of Institutional Research.

Vice President, Facility Planning and Management

The Vice President, Facilities Planning and Management reports to the Senior Vice President, Administration and oversees the administrative coordination of capital projects, the physical plant, and the central plant.

Academic Structure of the University

The academic body of the University consists of the Teaching Faculty, the Library Faculty, the Academic Administrators, and the Students. The academic body is broadly organized into colleges or schools, and departments or divisions.

The Colleges

A college or school is an administrative unit of the University consisting of the Dean, who is in charge of the Faculty of the college or school and of students registered therein. Xavier University is organized into the College of Arts and Sciences and the College of Pharmacy.

Departments/Divisions

A department/division is an academic unit of the University consisting of all those faculty members who are engaged in instructional, administrative or research work in a given discipline under a departmental/division chair. Normally each undergraduate department/division is responsible for all instruction and research in its field. Hence departments/divisions may serve students registered in more than one school of the University.

Academic Officials and Administration**The Provost and Senior Vice President, Academic Affairs**

The Senior Vice President, Academic Affairs shall be the chief academic officer, and as such shall be responsible for implementing academic policy and coordinating academic activities. (See “Senior Vice President, Academic Affairs” in section II for specific duties.)

Associate Vice President, Academic Affairs

The Associate Vice President, Academic Affairs reports to the Provost and Senior Vice President, Academic Affairs (SVPAA) and supports and assists the Senior VPAA in accomplishing the goals of the Office of Academic Affairs. Specifically, the Associate Vice President:

- chairs the Planning Council for Academic Affairs;
- assists in supervising Deans/Directors as assigned by the Senior VPAA;

- conducts special projects as required to provide needed information in the formation of new academic related policies;
- monitors/updates/edits Faculty Handbook;
- works with the Deans and Director of academic areas, the Director of Institutional Effectiveness and the Vice President of Planning and Institutional Research on academic program assessment;
- coordinates academic program reviews;
- represents Academic Affairs at meetings at the request of the Senior VPAA;
- works with the SACS Accreditation Liaison on all accreditation efforts;
- acts for the Senior VPAA in his/her absence; and
- Carries out other responsibilities as delegated by the Senior VPAA.

Associate Vice President, Research and Sponsored Programs

The Associate Vice President for Research and Sponsored Programs reports to the Provost and Senior Vice President for Academic Affairs and has primary responsibility for research and sponsored programs and technology transfer.

The Associate Vice President for Research and Sponsored Programs' duties include the following:

- Provides an effective grants information system for faculty use and assists faculty members in developing proposals to obtain external funding;
- Develops/submits University wide, institution proposals that assist the University in moving forward in its strategic priorities;
- Establishes and manages a coherent and effective clearance system for submitting grant proposals and for soliciting gifts;
- Establishes and manages a coherent and effective system to enter awarded grants into University systems;
- Manages compliance committees and oversees required government compliance reporting;
- Develops information and materials needed for reports and presentations to the Board of Trustees and other entities;
- Collaborates with the Provost and Senior Vice President for Academic Affairs, the Senior Vice President for Administration, and the Vice President of Fiscal Services on the implementation of university-wide policies related to the receipt and management of revenue from government and private sources;
- Assures that affective systems are in place to transfer University-owned Intellectual Property into public use; and

- Performs other duties as assigned.

Assistant Vice President, Scholarships and Special Projects

The Assistant Vice President, Scholarships and Special Projects reports to the Provost and Senior Vice President for Academic Affairs and administers the University Scholarship Programs, expedites and monitors fund expenditures, and prepares all required internal and external reports. In addition, the Assistant Vice President is responsible for promoting and supporting the wide-ranging goals of the Office of Academic Affairs related to student success (enrollment, retention, and graduation). Specifically, the Assistant Vice President:

- administers, manages, reconciles, and reports on the University Scholarship programs,
- provides high level customer service assistance and direction to current and prospective students and families in a welcoming and supportive environment,
- serves as a liaison with the offices of Financial Aid Office, Fiscal Services, and Institutional Advancement to ensure that awards are made in accordance with federal, state, donor, and institutional policies,
- works in supportive partnership with the Advancement Officers to maintain strong relationships with current and potential donors,
- serves on the Enrollment Management Committee,
- coordinates the Commencement audit process in conjunction with the Registrar's Office and the Department Chairs,
- coordinates the preparation of the Commencement Program Booklet,
- works closely with the Senior VPAA and the Associate VPAA on any task required for the efficient functioning of the Academic Affairs Office, and
- Carries out other responsibilities as delegated by the Senior VPAA.

Deans of the Colleges

The Deans of the Colleges are the chief administrative and academic officers of their respective colleges or school. The Deans:

- serve as leaders within the college or school, focusing on the mission and goals of the University;
- oversee the formulation and enforcement of departmental/division, collegiate and University academic policies;
- encourage collegiate and departmental/division planning (including budget) and assessment of goals and policies within the college/school;
- facilitate interdisciplinary dialogue and decision-making within the college/school;

- supervise curricula, courses, and methods of instruction within the college/school;
- serve as managers with responsibilities in the area of course scheduling, faculty load, and budget approval;
- supervise the admission, registration and scheduling of students of the college/school;
- review the progress and academic welfare of the students of the college/school and provide for their academic guidance;
- foster faculty scholarship and creativity;
- represent the college/school within the University and with other constituencies, e.g., collaborative arrangements with other colleges/universities, at meetings of educational and professional associations, etc.;
- assure that there are summative and formative assessment of programs, courses and instructors to assure quality through the college/school. Criteria for assessment will include the outcomes of a liberal education as listed in the current catalog; and,
- approve exceptions to policy that fall within the purview of the college/school.

Dean of Admissions

The Dean of Admissions, the chief admissions officer of the University, is responsible for the admissions and recruitment operations of the University. Specific duties include:

- developing and executing the admissions policies of the University under the supervision of the Senior Vice President, Academic Affairs;
- developing recruitment and retention strategies for the University;
- monitoring course placement for entering students;
- cooperating with the Financial Aid Director in the development of timely financial aid awards to prospective students;
- cooperating with departmental/division chairpersons in their departmental/division recruitment efforts;
- collaborating with directors of pre-college programs for the purpose of disseminating college admissions information to their participants;
- monitoring, in concert with University and Media Relations, the development of admissions brochures and other public relations materials; and
- collaborating with Student Services in new student orientation.

Associate Dean, College of Arts and Sciences

- reports to the CAS Dean;
- chairs the CAS Planning Council;

- coordinates College assessment programs;
- acts for the Dean in his/her absence; and
- carries out other responsibilities as delegated by the Dean.

Associate Dean, Administration and Academic Support, College of Pharmacy

- assists the Dean with the overall administration of the COP, overseeing the day-to-day operations and activities, including both academic and non-academic matters;
- serves as acting Dean in the absence of the COP Dean;
- coordinates curricular components and provides leadership in curriculum improvement efforts serving as Chair of the Academic Council and as special advisor to the Dean and Academic Council on all academic matters in COP;
- initiates and coordinates periodic reviews of the college and curriculum such as course evaluation, faculty evaluation and overall program reviews;
- organizes and conducts an ongoing faculty development program for the full-time faculty in the COP;
- serves as general administrator for all external professional services of the COP;
- provides oversight and coordination of all basic science and clinical research within the College; and
- carries out special projects and other duties as assigned by the Dean.

Associate Dean, Student Affairs and Curricular Assessment, College of Pharmacy

- oversees the daily operations of the Office of Student Affairs and conducts annual performance reviews of staff;
- serves as a member of the COP Executive Committee;
- serves as a liaison to other University offices including the Chemistry/Pre-pharmacy Program, Student Services, Registrar, Admissions and Financial Aid;
- serves on relevant COP committees including, Assessment, Academic Standing, and Academic Council;
- serves as Chair for the Admissions committee;
- oversees the development of an active student recruitment program;
- assures ongoing review and enforcement of policies related to students and admissions;
- manages the budget for the Office of Student Affairs;
- assists with the development of a Career Development Program for the COP; and

- perform other duties as assigned by the Dean of the College of Pharmacy.

Division Chairs – College of Pharmacy

The division chair is appointed or reappointed by the President on recommendation of the Dean of the College and after consultation with the Senior VPAA. Normally only persons with the rank of associate professor or above are eligible for the position of chair. Faculty may be appointed from the faculty or be appointed as a result of a search. If no member of the division qualifies or if a search yields no candidates, then a division faculty member is appointed acting chair on a temporary basis.

The division chair assures that minutes of all division faculty meetings are submitted each month to the office of the Dean of the College of Pharmacy.

Division chairs are immediately responsible to the Dean of the College of Pharmacy.

The duties of the division chairs include the following:

- Represent the Division internally and externally
- Faculty Development:
 - Supervise the work of division faculty, especially that of new members, and assist them in promoting the objectives of the college
 - Assign mentors for new faculty
 - Recommend release time for the faculty to the Dean
 - Prepare teaching assignments for division faculty
 - Review student evaluations of faculty
 - Evaluate faculty members annually
 - Recommend faculty raises to the Dean
 - Make recommendations for the renewal of contracts of division faculty members
 - Make tenure and promotion recommendations to the Senior VPAA
 - Review faculty loads and communicate to the Dean the need for additional faculty, review applications, and interview candidates
 - Review and approve all grant proposals during the preclearance and final clearance processes
 - Assign office/lab space to faculty in the Division (in consultation with the Dean)
 - Set the agenda and conduct division meetings, assign responsibility for preparing meeting minutes to a faculty member

- Assure that minutes of all meetings within the division are submitted to the Dean
 - Ensure that staff are properly trained on all University systems
 - Write letters of recommendation for faculty as needed
- Ensure the effectiveness of the learning environment in the Division:
 - Review faculty syllabi
 - Ensure on-going relevance of courses to the academic program
 - Ensure that faculty are engaged in professional development activities
 - Promote interdisciplinary activities within and across divisions
 - Cooperate with the Dean in carrying out the academic programs and furthering the objectives of the College
- Recruitment, Retention, and Alumni Tracking:
 - Assist the Office of Student Affairs (OSA) in its Recruitment and Retention Plan
 - Provide leadership in recruitment and retention of students
 - Maintain contacts with high schools and arrange in cooperation with the OSA for
 - Faculty members to address high school students,
 - Participation in "college nights" where this is deemed appropriate,
 - Attendance at college nights in person or arranging for satisfactory representation
 - Work closely with the Academic Enrichment Program and promote the use of its services to faculty and students
 - Collaborate with the OSA in organizing participation in Lagniappe weekend, Orientation, and other activities related to recruitment and the registration of the contingent admit and incoming P1 students
- Consult with the Dean on the need for resources
- Administration:
 - Provide leadership in development of the strategic plan for the Division:
 - Develop strategic objectives
 - Develop action plans for each objective
 - Implement action plans

- Link budget to the strategic plan
 - Prepare and submit to the Dean the Division objectives, plans, and budgets
 - Oversee the budget for the Division including approval of all expenditures
 - Review and prioritize travel requests in consultation with the Dean
 - Review and approve/reject all personnel actions
 - Review and approve/reject all non-grant requisitions, and invoices
 - Recommend division policies to the Dean for approval and supervise the implementation and maintenance of division policies
 - Provide leadership and guidance in the preparation of reports for accrediting bodies, government agencies, professional organizations, etc. All reports must be cleared by the Dean and the Senior VPAA before being submitted.
 - Supervise the Division Administrative Assistants/Staff
 - Perform Staff evaluations as directed by Human Resources
 - Liaison with University and College committees requesting information/input on items under consideration
- Advising and Academics:
 - Review mid-term and final grades
 - Recommend to the Registrar and the Dean any exemptions from academic requirements
- Other responsibilities as assigned by the Dean

Division Chairs – College of Arts and Sciences

The division chair is appointed or reappointed by the President on recommendation of the division faculty and the Dean of the College and after consultation with the Senior VPAA. Normally only persons with the rank of assistant professor or above are eligible for the position of division chair. If no member of the division qualifies, one member is then appointed acting division chair on a temporary basis.

Ordinarily, the term of office of division chair is for a period of three (3) years subject to annual review. The chair is eligible for reappointment for a second term at the end of a term of office but ordinarily not for a third term immediately following the second.

Division Chairs report to the Dean and receive eleven-month contracts. They also receive between six and nine hours of release time per semester – contingent upon the respective Division's composition. The duties of the Division Chairs include the following (in addition to their duties as the Department Head of their respective Department):

- Represent the Division internally and externally

- Faculty Development:
 - Supervise the work of division faculty, especially that of new members, and assist them in promoting the objectives of the college
 - Assign mentors for new faculty in consultation with the Department Heads
 - Recommend release time for the faculty to the Dean (in consultation with the Department Heads)
 - Review student evaluations of faculty
 - Review, write comments, and sign all annual faculty evaluations prepared by the Department Heads
 - Make recommendations for the renewal of contracts of division faculty members
 - Make tenure and promotion recommendations to the Senior VPAA
 - Consult with department heads on faculty compensation
 - Review faculty loads and communicate to the Dean the need for additional faculty, review applications, and interview candidates
 - Review and approve all grant proposals during the preclearance and final clearance processes
 - Assign office/lab space to faculty in the Division (in consultation with the Department Heads)
 - Set the agenda and conduct division meetings, assign responsibility for preparing meeting minutes to a faculty member
 - Assure that minutes of all meetings within the division are submitted to the Dean
 - Ensure that staff are properly trained on all University systems
 - Write letters of recommendation for faculty as needed
- Ensure the effectiveness of the learning environment in the Division:
 - Ensure on-going relevance of courses and/or academic programs (in consultation with the Department Heads)
 - Ensure that faculty are engaged in professional development activities (in consultation with the Department Heads)
 - Ensure that students have the opportunities for professional growth, e.g., through internships and research experiences
 - Promote interdisciplinary activities within and across divisions

- Cooperate with the Dean in carrying out the academic programs and furthering the objectives of the College
- Recruitment, Retention, and Alumni Tracking:
 - Develop, maintain, and assess Recruitment and Retention Plan(s)
 - Provide leadership in recruitment and retention of students
 - Maintain contacts with high schools and arrange in cooperation with the Admissions Office for
 - Faculty members to address high school students,
 - Participation in "college nights" where this is deemed appropriate,
 - Attendance at college nights in person or arranging for satisfactory representation
 - Responsible for effective use of recruitment and retention budget
 - Work closely with Student Academic Success Office and promote the use of its services to faculty and students
 - Collaborate with the Department Heads in organizing the Lagniappe weekend, Orientation, and other activities related to recruitment and the registration of the incoming freshmen during the summer
- Secure resources for the Division:
 - Consult with Department Heads on the need for resources
 - Collaborate with Office of the Sponsored Programs in writing grants as well as encouraging faculty to write grants
 - Collaborate with Institutional Advancement staff to identify potential donors for various programs offered by the Division
- Administration:
 - Provide leadership in development of the strategic plan for the Division:
 - Develop strategic objectives
 - Develop action plans for each objective
 - Implement action plans
 - Link budget to the strategic plan
 - Prepare and submit to the Dean the Division objectives, plans, and budgets in consultation with the Department Heads
 - Oversee the budget for the Division including approval of all expenditures

- Review and approve Faculty Load Forms
- Review and prioritize travel requests in consultation with the Department Heads
- Review and approve/reject all personnel actions
- Review and approve/reject all non-grant requisitions, and invoices
- Recommend division policies to the Dean for approval and supervise the implementation and maintenance of division policies, including processing of students for admission as majors into the Division
- Provide leadership and guidance to various Department Heads /faculty who need to prepare reports regarding their department for accrediting bodies, government agencies, professional organizations, etc. All reports must be cleared by the Dean and the Senior VPAA before being submitted.
- Supervise the Division Administrative Specialist
- Perform Staff evaluations as directed by Human Resources
- Liaison with University and College committees requesting information/input on item being considered
- Advising and Academics:
 - Review applications, make offers, and submit names of Department Scholarship awardees to Office of Academic Affairs
 - Review mid-term and final grades
 - Recommend to the Registrar and the Dean any exemptions from academic requirements (in consultation with the Department Heads)
 - Recommend to the Dean, candidates for graduation
- Oversee the Lagniappe weekend Orientation, and other recruitment activities and the registration of the incoming freshmen during the summer in collaboration with the Associate/Assistant Division Chair
- Other responsibilities as assigned by the Dean

Associate/Assistant Division Chairs – College of Arts and Sciences

The associate/assistant division chair is appointed or reappointed by the President on recommendation of the division chair and the Dean of the College and after consultation with the Senior VPAA. Normally only persons with the rank of assistant professor or above are eligible for the position of associate/assistant division chair. If no member of the department/division qualifies, one member is then appointed acting associate/assistant division chair on a temporary basis.

Ordinarily, the term of office of associate/assistant division chair is for a period of three (3) years subject to annual review. The associate/assistant division chair is eligible for reappointment for a second term at the end of a term of office but ordinarily not for a third term immediately following the second.

Associate/Assistant Division Chairs report to their respective Division Chairs and receive nine-month contracts. They also receive between three and six hours of release time per semester - contingent upon the respective Division's composition. The duties of the Associate/Assistant division chairs include the following (in addition to their duties as the Department Head of their respective Department):

- Assist the Division Chair in all aspects of his or her duties
- Provide leadership in assessing learning outcomes for each Department:
 - o Provide guidance to Department Heads/faculty in development of learning outcomes and assessment methods
 - o Create a system which will ensure that faculty routinely collect the data needed for assessment and that data is entered into the assessment tracking system in a timely fashion
 - o Analyze the data and make recommendations to Department Heads/faculty for making improvements - "closing the loop"
 - o Assist departments undergoing Program Review
 - o Review/revise external agreements in collaboration with Department Heads and the Dean
- Advising and Academic
 - o Cooperate with the Librarian in the improvement of Library holdings relative to the Departments in the Division (in consultation with Department Heads), and promoting the use of the Library by faculty and students in the Division
 - o Work closely with the Division Chair for registration issues during fall and spring registration/preregistration, e.g., responsible for doing overrides and/or assigning override authority to various faculty in the Division, communicating with the Dean and the Registrar in resolving registration issues, etc.
- Other duties as assigned by the Division Chair

Department Heads – College of Arts and Sciences

The department head is appointed or reappointed by the President on recommendation of the department faculty and the Dean of the College and after consultation with the Senior VPAA. Normally only persons with the rank of assistant professor or above are eligible for the position of department head. If no member of the department qualifies, one member is then appointed acting department head on a temporary basis.

Ordinarily, the term of office of department head is for a period of three (3) years subject to annual review. The department head is eligible for reappointment for a second term at the end of a term of office but ordinarily not for a third term immediately following the second.

Department Heads report to their respective Division Chairs and receive nine-month contracts. They also receive between zero and three hours of release time per semester and a stipend - contingent upon the respective Department's composition. The duties of the Department Heads include the following:

- Faculty Development:
 - Faculty Evaluations:
 - Perform thorough annual evaluations of the faculty members in the department;
 - Make recommendations to the Division Chair for the renewal of contracts of department faculty members;
 - Make tenure and promotion recommendations to the Senior VPAA.
 - Set the agenda and conduct departmental meetings, assigning responsibility for preparing meeting minutes to a departmental faculty member
 - Assure that minutes of all department faculty meetings are submitted each month to the Division Chair
 - Collaborate with the Division Chair on departmental faculty release time
 - Prepare the teaching schedule of the department faculty subject to the approval of the Division Chair
 - Recommend faculty raises in consultation with the division chair
 - Review and approve/reject all non-grant requisitions, and invoices
 - Confer with the Division Chair relative to the need for and hiring of new faculty members
 - Consult with the division chair on matters pertaining to the department
- Program Development and Assessment:
 - Prepare, in consultation with the department faculty, recommendations for the revisions of department objectives, programs, new courses, and course descriptions for the catalog, in harmony with the general aims of the college
- Advising and Academics:
 - Pre-Screen students as majors into the department
 - Supervise, with the aid of the department faculty, the academic counseling of students majoring in their respective programs

- Administer comprehensive examinations to majors in the Department
- Recommend to the Division Chair, candidates for graduation
- Review applications, make offers, and submit names of Department Scholarship awardees to Division Chair
- Review faculty syllabi
- Supervise co- and extra-curricular activities closely tied to the discipline

University Librarian

The University Librarian is responsible for planning, organizing, and directing all initiatives that focus on the collection, organization, and use of published and unpublished information. The purpose of these activities is to provide Xavier's faculty and students with the tools necessary for teaching, learning, and research. The primary goal of the Library Resource Center is to provide students with a firm understanding of information in its many forms, the ability to seek and find information relevant to learning and research, and the ability to recognize and distinguish between information that is authoritative and that which is not. A secondary goal of the Library Resource Center is to collect, organize, and store University records, and to quickly provide material from those records upon the request of University administrators. Specific duties of the University Librarian include:

- developing annual budgets that will provide continuing growth in Library collections;
- allocating budgets to department/division chairs that will insure the acquisition of Library materials that support curricular goals;
- overseeing the activities of senior Library faculty;
- planning for the growth and development of Library staffing and services; and
- advising the Office of the Vice President for Academic Affairs on future changes and needs of the Library Resource Center.

Registrar

The Office of the University Registrar performs the essential roles of supporting, facilitating, and promoting the academic mission of the university. The Registrar organizes and manages all of the activities related to academic student records, including serving as the official authorized keeper of the university's academic student records. Specific duties include the following:

- organizing registrations, class scheduling, withdrawals and processing of academic transcripts and all processes related to providing maximum service to students
- supervising the coordination of graduation functions, evaluation and certification of all graduation applications.

- collecting, recording, maintaining and reporting student records protecting the privacy of student records in accordance with the Federal Family Educational Right to Privacy Act (FERPA).
- researching, analyzing and resolving student issues as they relate to records and registration.
- collaborating with administrators, deans, faculty and IT to facilitate and improve services to students.
- analyzing request for statistical and other reports on student data and produce official student lists, reports and statistics.
- preparing reports required for state, federal and external agencies.

Chief University Assemblies, Councils and Committees

University Academic Assembly

The Constitution of the University Academic Assembly of Xavier University confirms the primary responsibility and authority of faculty in academic policy matters under the governance system of the University. The general authority under this Constitution is delegated in accordance with the corporate educational charter from the State of Louisiana, and the Constitution and By-Laws of the Board of Trustees of Xavier University.

In its framework of governance, the University intends that each constituent group within the University community will have primary responsibility for those matters in its professional sphere, including issues most closely affecting the group's endeavors, while sharing joint responsibility with other constituent groups for concerns relating to the institution as a whole.

Under this Constitution, the primary responsibility for academic matters rests with the faculty. The structure and form of this Assembly affirm this principle in that the faculty has, by the weight of its voting membership in this Assembly, the functional determination of academic policy pronouncements. While ultimate authority rests with the Board of Trustees, the development of these academic policies will be shared with other members of the University academic community, namely administrators and students. This Constitution specifies, therefore, the order wherein all members of this University community may effectively participate in the exercise of this faculty responsibility. In essence, this Assembly attempts to assure involvement to all in the academic process at Xavier.

The exercise of the Academic Assembly's authority concerning academic matters is delegated in part to the college academic councils and assemblies and to the Graduate Council.

The academic implementation process includes, but is not limited to, the deliberations of standing committees such as the Rank and Tenure Committee, the Admissions Committee, the Planning Councils, and other academic-related bodies which, of necessity, must operate in smaller working units and on more frequent meeting schedules.

Students are recognized as a responsible group in the college community and they must share the responsibility with the faculty and administration in evaluating and developing academic policies.

The University recognizes further the need which may exist for teaching faculty to assemble separately in a forum for discussion and the formulation of faculty opinion on academic and other matters, including those which relate solely to faculty interests. This constitution provides the process wherein any matter of faculty concern may be addressed and referred for proper and equitable consideration.

The University Academic Council

The Academic Council is an executive committee of the Academic Assembly which exercises the Assembly's authority concerning most academic matters in the University. Proposals impacting university academic programs and policies are submitted to the Council through the Senior Vice President for Academic Affairs who sets the agenda. Unless there is a vote to suspend the rules, a proposal is presented at one meeting, and then voted on at the next regular meeting. A quorum consists of fifty percent of the voting membership. Acceptance of a proposal requires an affirmative vote of two-thirds of the voting members.

The minutes of the Academic Council are to be distributed to all departmental/division chairs, deans, and other academic officers. Members of the Academic Assembly may request a review of the exercise of its delegated authority by the Academic Council concerning any matter. The signatures of 5% of the voting members of the Academic Assembly on a request for review are sufficient to mandate that the Coordinating Committee place the review on the agenda of the next scheduled meeting of the Academic Assembly.

The composition of the Academic Council is as follows:

Chair:	Senior Vice President, Academic Affairs
Voting Members:	The President (<i>ex-officio</i>), Associate Vice President, Academic Affairs, Dean of Arts and Sciences, Associate Dean, Dean of Admissions, Division chairs, Department Heads, and five (5) elected faculty members of the College of Arts and Sciences; the Dean, Associate Dean, Departmental/Division chairs and one (1) elected faculty member of the College of Pharmacy; and two (2) students representing the Student Government Association. (modified 2013)
Non-voting Members:	Directors of Special Programs in the academic area, the University Registrar and the University Librarian.

Additions and Changes to Academic Programs, Curricula and Policies

Proposals for the creation of **new programs (majors, minors, concentrations)** are initiated by academic units (i.e., departments, divisions, and programs) with all undergraduate majors required to consist of at least 128 semester hours. When a unit reaches consensus favoring a new program or major, the appropriate division chair presents a proposal to the dean of the College or School. The proposal must contain the following components:

1. a precise statement of the proposed change;
2. a statement of the relevance of the new program to the University mission;
3. a rationale;
4. a needs assessment;
5. an analysis of any budgetary implications, and an identification of resources to support the program; and
6. a statement of how the proposed change will affect other educational programs.

The Dean will review the proposal, consult with the Senior VPAA, and then provide feedback to the division chair. With approval of the Senior VPAA, the dean will submit the proposal to the appropriate Planning Council for review. The Planning Council will make a recommendation to the dean who, after informing the Senior VPAA, will present the proposal to the college Academic Council for a vote. If the proposal is approved by the Academic Council, the Senior VPAA will present the proposal to the Board of Trustees for final approval.

Changes to **existing academic programs and curricula** are also initiated by academic units. Academic units and academic administrative offices may also recommend **changes to or new academic policies**. When a unit reaches consensus favoring a program or curriculum change, the division chair responsible for the unit presents a proposal to the Dean of the College. The proposal must contain the following components:

1. a precise statement of the proposed change, including, where applicable, a course syllabus;
2. a statement of the relevance of the change to the University mission;
3. a rationale;
4. an analysis of any budgetary implications; and
5. a statement of how the proposed change will affect other educational programs.

The Dean will review the proposal, consult with the Senior VPAA, and then provide feedback to the division chair. Any proposal that alters the core curriculum must be submitted to the CAS Planning Council for its review and recommendation. With approval of the Senior VPAA, the proposal will then be placed on the agenda of the Academic

Council. Acceptance of the proposed change will be determined by a vote of the Academic Council.

Proposals to **discontinue educational programs** require a rationale, and must be presented to the Dean, the Senior VPAA, the appropriate Academic and/or Planning Councils. The Board of Trustees will be consulted for final approval of the proposed change.

Program Review and Assessment

Academic units will engage in ongoing strategic planning, budgeting, and self-assessment. Each year, academic units will assess whether they are effectively achieving their learning outcomes, and will use the results of assessment to improve their programs. Strategic plans, budgets, and assessment reports will be submitted annually to the Dean, the Senior VPAA, and the Vice President, Planning and Institutional Research. Units will keep appropriate documentation of the planning, budgeting, and assessment processes on file.

The University will also conduct ongoing reviews of its academic units. On a cyclical basis, selected units will be reviewed for educational effectiveness. At the beginning of each academic year, the VPAA Planning Council recommends faculty for appointment to committees which are assigned to review specific academic programs. The committees develop a program review report that makes recommendations regarding program improvements. The program review report is sent to the department/division, and after meeting with the academic administration, the department/division develops an implementation plan for review by the VPAA Planning Council which makes recommendations for implementation to the Senior Vice President for Academic Affairs.

A Core Curriculum Assessment Committee, a committee of the College of Arts and Sciences, will provide ongoing assessment of the core curriculum. This committee will assess whether the learning outcomes of the core curriculum are being effectively achieved. It will not make recommendations for changes to the core curriculum. The committee will report its findings to the Dean of the College of Arts and Sciences and the Senior VPAA.

Policy for the Review of Consortial Relationships and Contractual Agreements

Xavier has consortial relationships and contractual agreements in four areas:

1. Student Exchange Programs
2. Articulation and Consortium/Partnership Agreements
3. Study Abroad Agreements, and
4. Affiliation Agreements

Review Responsibility

It is the responsibility of the appropriate Planning Council to systematically review these agreements and provide recommendations to the Dean of the appropriate College or Senior

VPAA. As new University relationships and agreements are established, they will be subjected to periodic and systematic reviews.

Review Schedules

Specific plans and schedules for the review of consortial relationships, partnership and contractual agreements are listed below:

In general, scheduled, periodic reviews will occur as follows:

<i>Agreements and Relationships</i>	<i>Review Cycle</i>
Student Exchange Agreements	Four Years
Articulation and Consortium/Partnership Agreements	Five Years
Study Abroad Agreements	Four Years
Affiliation Agreements	Five Years

University Committees

Faculty at Xavier serve on numerous committees and such service is a factor when faculty are considered for promotion and tenure. A number of committees have elected faculty members chosen from the University at large and these affect the entire University. These committees are described in the pages which follow.

Other committees are drawn from and/or affect only a portion of the University or are established as ad hoc committees. Chairs of such committees should file information about the purpose of the committee and the work expected of members with the Office of Academic Affairs and the Secretary of the University Academic Assembly, so it will be available for faculty reference.

Committee chairs from **elected** University committees are responsible for submitting minutes of all meetings and a summary of activities for each semester to the secretary of the Academic Assembly Coordinating Committee and to the Office of Academic Affairs. The summary should include such things as: dates of meetings, attendance, subjects discussed, actions taken, motions requiring Academic Assembly approval, and any additional pertinent information. Service on a given (elected) committee shall be limited to two (2) consecutive terms unless otherwise specified. A one-year interval is expected before the faculty member is eligible for re-election, unless otherwise specified.

Terms of committee service shall be two years unless otherwise specified. Committee membership shall be limited so that there are not more than two members elected from the same academic department on any given committee. This limitation shall be determined by the number of votes received, not by limiting the number of persons nominated from any given department/division.

In the event that a faculty member is unable to complete his/her elected term on a committee, the University Academic Assembly Coordinating Committee will appoint a qualified faculty member to serve until a time that a new member is elected to complete the unexpired term.

Such election will take place as part of the regularly scheduled annual University Academic Assembly elections.

Two class days prior to the close of nominations for a discipline-specific seat on any committee, if there is no candidate from the specified discipline, then that seat will become an at-large position for that term. The seat will be open again to discipline-specific nominees at the end of the term of the at-large member.

Unless otherwise specified, the committee chair is to be elected by and from the members of the particular committee. Election of chairs should take place at the first called meeting each year. The Chair of the University Academic Assembly Coordinating Committee shall call the first committee meeting at the beginning of each academic year for those committees that do not have a standing chair.

Academic Standing Committee, University

Chair:	Senior Vice President, Academic Affairs.
Members:	Deans of the Colleges; two faculty who serve on the COP Academic Standing Committee (appointed by the Dean); three faculty who serve on the CAS Academic Standing Committee (appointed by the Dean); Director of Academic Support Programs; Student Services representative appointed by Vice President for Student Services; Athletic Advisor; Director of Counseling (or designate); Financial Aid Director (<i>ex officio</i>); Registrar (non-voting).
Workload:	Convenes once a year for two-to-three days; additional meetings as necessary.
Functions:	The committee hears appeals of decisions of the college Academic Standing Committees.

Admissions Committee

Chair:	Dean of Admissions.
Members:	Three elected faculty members, the Faculty Athletic Representative (NAIA Guidelines), four faculty members appointed by the Senior Vice President, Academic Affairs, and the Dean of Admissions.
Work Load:	The committee reviews admission files throughout the year. The busiest season runs from November to April. Several meetings, usually in March, April and May, are held to discuss strategies to achieve a desired enrollment of new students.

Functions: The committee evaluates records of applicants for admission to the University and recommends guidelines and policies regarding undergraduate admissions.

Athletic Committee

Chair: Senior Vice President, Administration.

Members: Eleven members. Three are elected faculty members who serve three-year terms, plus one who serves as the Academic Coordinator for the athletes; four administrators representing the following areas: Admissions, Financial Aid, Fiscal Services and Student Services; one staff person; the Sports Information Director and the Athletic Director; one male and one female student representing the Student Government Association.

Work load: Bi-monthly meetings of approximately two hours; more often if the need arises.

Functions: The committee oversees all the activities of the Athletic Department and makes recommendations to the President. Some of the specific responsibilities include the athletic budget, scheduling, hiring of staff and review of coaching performance.

Biohazard Safety Committee (modified 2008)

Chair: Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development; the chair must have expertise in research involving recombinant DNA molecules, organisms and/or viruses containing recombinant DNA molecules.

Members: Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development. Membership must include no fewer than five members with expertise in research involving recombinant DNA molecules, organisms and/or viruses containing recombinant DNA molecules, and must consist of at least: two members not affiliated with the University that represent the interests of the community; a Xavier faculty member with expertise in plant, plant pathogen, or plant pest containment principles; and a Biological Safety Officer. Members with a conflict of interest will recuse themselves from committee deliberations related to the conflict.

Work Load: Convened as needed, but no less than once a year; staff assistance is provided by the Office of Sponsored Programs.

Functions: The Biohazard Safety Committee has the responsibility for formulating policy and procedures regarding the control, safe use and disposal of biologically hazardous materials used in research involving recombinant DNA molecules and organisms and viruses containing recombinant DNA molecules, in compliance with NIH Guidelines. It also is responsible for adopting emergency plans covering accidental spills and personnel contamination resulting from recombinant DNA research, as well as for making recommendations on risk management issues related to biohazard safety.

Coordinating Committee of the University Academic Assembly

Chair: Elected from the Teaching Faculty by the University Academic Assembly.

Members: A total of eight members: two teaching members who have both faculty rank and one year of service at the University, the secretary of the Assembly, and the chair of the coordinating Committee (who also must be elected from the teaching faculty) all of whom will serve two-year terms; the President or his representative; the Senior Vice President for Academic Affairs; and the President and Vice President of the Faculty Association. (University Academic Assembly Constitution, Art. V, Sec. 2.).

Work load: An average of one meeting per month with approximately one hour of work required.

Functions:

1. The Coordinating Committee prepares the agenda for the Assembly meeting by collecting and organizing all motions passed by the other committees which are necessary for submission to the Assembly, together, whenever possible, with the rationales for these motions. The Secretary distributes this agenda to the membership a week before the meeting.
2. This committee is empowered to transact the minor business matters which arise between scheduled Assembly meetings and which need immediate attention. However, resumes of such action shall be distributed to the voting membership within one week, and if twenty-five members of the voting membership think that the matter transacted is of such import that the Assembly should have been consulted on the decision made, they may present a formal written protest to the Committee which in turn shall present the protest and matter at hand to the Assembly.
3. This Committee receives reports of major failures to implement policies approved by the Assembly and, if the

majority of the Committee deems it advisable, pursues such complaints with the personnel involved.

4. This Committee functions as a body for consultation by the administration for all major administrative decisions in the areas of co-responsibility as outlined in Article I of the Constitution of the University Academic Assembly.

5. This Committee functions as a nominating committee for faculty service on University committees.

6. A sub-committee of this Committee is elected by the Committee to serve as a forum for concerns of any kind which an individual faculty member may wish to report. This sub-committee serves as a direct liaison with any operative faculty organization. The Chair of the Coordinating Committee shall serve as chair of this sub-committee.

Executive Committee of the Faculty Association

Chair: President of the Faculty Association.

Members: See Amendment II, Faculty Association of Xavier University of Louisiana Constitution (Appendix D)

Work load: An average of one meeting per month with approximately three hours of work required. Work load is distributed evenly over the course of the academic year.

Functions: The purpose of the Executive Committee is to serve as the representative of the faculty organization between meetings. It shall receive the recommendations of the administration, the recommendations of any study body, the recommendations of all standing committees, as well as those which are initiated by a faculty group. Faculty members may present in writing a recommendation to this Committee in order to have it presented to the total voting faculty.

Duties of the Committee:

1. The Executive Committee shall prepare the agenda for the total faculty meeting by collecting and organizing all motions passed by the other committees for submission to the total faculty, together with the rationales for these motions. The secretary shall distribute this agenda to the total faculty a week before the meeting.
2. This Committee shall be empowered to transact the minor business matters which arise between scheduled faculty meetings

and which need immediate attention. However, resumes of such action shall be distributed to the voting membership within one week, and if ten members of the faculty think that the matter transacted is of such import that the total voting faculty should have been consulted on the decision made, they may present a formal written protest to the Committee which in turn shall present the protest and the matter at hand to the total voting faculty.

3. This Committee shall receive reports of major failures to implement policies approved by the faculty and, if the majority of the Committee deem it advisable, shall pursue such complaints with the personnel involved.

4. This Committee shall function as a body for consultation by the administration for all major administrative decisions.

Faculty Load Advisory Committee

Chair:	Elected from membership.
Members:	Five full-time faculty elected by the University Academic Assembly with staggered two year terms.
Work Load:	Most of the committee's work takes place in the fall when the annual report to the faculty and administration is prepared.
Functions:	The Committee gathers information on faculty workload across disciplines to prepare an annual report for the faculty and the administration, including recommendations for near-term action and long-term strategic planning to provide increasing opportunities for release time for teaching, service and scholarship.

Faculty Salary Advisory Committee

Chair:	Elected from membership.
Members:	Five full-time faculty elected by the Academic Assembly, one of which shall come from the College of Pharmacy.
Workload:	Most of the committee's work takes place in the fall when the annual report to the faculty and administration is prepared.
Functions:	The Committee gathers information on salary ranges according to rank in the colleges of the University, researches data from relevant sources pertaining to salary levels at other similar institutions and prepares an annual summary for the faculty and the administration. Using the relevant data, the committee

recommends salary ranges according to rank and college to the administration. The Committee makes no recommendations concerning specific salaries of individual faculty.

Faculty/Staff Fringe Benefits Committee

Chair:	Appointed (from membership) by President.
Members:	Four faculty members elected for three-year terms; four staff members; and Fiscal Office representative (<i>ex officio</i>).
Work load:	Seasonal and heavy at times.
Functions:	This committee regularly reviews the faculty/staff fringe benefit package and investigates the possibility of improvement and change.

Hearing Committee

Chair:	Vice President of Student Services.
Members:	Eleven members including two members appointed by the Office of Student Services, three students appointed by the Executive Board of the Student Government Association, and six faculty members elected for three-year terms by the University Academic Assembly.
Work Load:	An average of two three-hour meetings per case; number of cases varies by semester. Each case will require the participation of only three of the six faculty members.
Functions:	The Hearing Committee is one of the options under the University Judicial System available for case referral by the Office of Student Services or at the request of the student when she/he is charged with a serious violation of a University policy or regulation such that review by this committee is merited. Such violations involve the incidents of misconduct and breaches of University policy and those acts which are incongruent or inconsistent with accepted standards of morality and manners of the University and in society at large. These infractions shall also include behavior which places the student, any member of the Xavier community, or any other individual in jeopardy or danger of any magnitude. This committee shall make decisions regarding the student's (or students') continued presence and level of participation in the University's academic and social life.

Institutional Animal Care and Use Committee (IACUC) (modified 2008)

Chair: Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development; the chair must have expertise in animal research.

Members: Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development. Membership must include at least: a veterinarian who has been given direct or delegated program responsibility for the IACUC, a person not affiliated with the University, but has general community interest in proper care and use of animals; a practicing scientist in research involving animals; and a member whose primary concern is in a nonscientific area. Except for the veterinarian and the non-affiliated member, members will typically be Xavier faculty members. Members with a conflict of interest will recuse themselves from committee deliberations related to the conflict.

Workload: Convened when necessary and no less than twice a year; staff assistance is provided by the Office of Sponsored Programs.

Functions: All faculty members using vertebrate animals in research, teaching or training are required to seek this committee's prior approval for use of animals.

The IACUC ensures that Xavier is in compliance with federal regulations related to the humane care and treatment of animals used in education and research by:

- Reviewing of all research involving animal subjects and establishing policies and procedures regarding such research;
- Assuring the proper training of all investigators, committee members and staff;
- Inspecting semiannually all animal care and use facilities at Xavier to ensure compliance;
- Ensuring activities involving the use of laboratory animals are in accordance with the practices defined in The Guide For The Care and Use of Laboratory Animals;
- Investigating concerns raised by faculty and staff regarding the humane care and use of laboratory animals.

Institutional Review Board (IRB) (modified 2008)

Chair:	Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development; the chair must have expertise in research with human subjects.
Members:	Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development. Membership must include at least five members with professional backgrounds that promote complete and adequate review of human subject activities commonly conducted by the University and: may not consist entirely of men or entirely of women; may not consist entirely of members of one profession; must include at least one member whose primary concern is in a nonscientific area; and must include at least one member who is not affiliated with the University and who is not part of the immediate family of a person who is affiliated with the institution. Except for the non-affiliated member, members will typically be Xavier faculty members. No member may participate in the IRB's initial or continuing review of any project in which the member has a conflicting interest, except to provide information requested by the IRB.
Work load:	Convenes as needed, but will typically meet at least quarterly, at the chair's discretion. Assistance is provided by staff of the Office of Sponsored Programs.
Functions:	The role of the IRB is to safeguard the rights and welfare of all human subjects who participate in research activities conducted by faculty, staff or students at Xavier. This responsibility includes review of protocols involving clinical trials. Any faculty member at Xavier who is using human subjects, or any research proposal which involves Xavier and uses human subjects must have the approval of the Xavier IRB. Use of human subjects includes tissues derived from humans, such as skin, blood, organ, etc. Most surveys administered to students require IRB approval (except those conducted in the classroom as part of the educational process or those involving observation of public behavior).

Intellectual Property Committee (added 2008)

Chair:	Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development.
Members:	Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development. Membership consists of six faculty members with: one member each from the Departments of Biology and Chemistry and from the Divisions of Basic Pharmaceutical Sciences and Clinical and Administrative Sciences; one member from a STEM discipline other than Biology or Chemistry; and, one member from either the Division of Humanities and Fine Arts or the Division of Social and Behavioral Sciences. (modified 2013) Members serve no more than two consecutive terms of three years each.
Workload:	Convened when necessary and no less than once a year; staffed by the Office of Sponsored Programs.
Functions:	The Intellectual Property Committee will: • Implement the University's Intellectual Property Policy; • Review annually the ongoing process used by The Office of Sponsored Programs in facilitating technology transfer to assure it is effective, appropriately implements the University's intellectual property policy and protects the rights of participating faculty and the University; • When appropriate, review disclosures and assist in decisions regarding pursuit of patents and licensing opportunities; • Act in an advisory capacity to the president in appeals by faculty inventors regarding the ownership and handling of their intellectual property.

Library Committee

Chair:	Elected by membership.
Members:	Seven elected faculty members, five from the College of Arts and Sciences, one from the College of Pharmacy, and one from the Library, elected for three-year terms, the Director of the Library, and two student representatives appointed by the SGA President in consultation with the Vice President for Student Services. (modified 2013)

Work load:	An average of two, one-to-two hour meetings near the beginning and end of each semester. Other meetings may be requested by the Director of the Library as the need arises.
Functions:	The Committee advises the Director on appropriate policies and actions in a variety of areas, including: the library budget, compliance with accreditation standards, use of physical facilities and space, security, fines and penalties, library hours, and general services. The chief objective of the Committee is to help the staff develop the library's service capabilities and to promote library use.

Planning Council for Academic Affairs

Chair:	Associate Vice President, Academic Affairs.
Members:	Eight faculty members elected by the University Academic Assembly, one from each division in the College of Arts and Sciences and the College of Pharmacy; Dean, College of Arts and Sciences; Dean, College of Pharmacy; Director, Center for the Advancement of Teaching; and two students appointed by the SGA president in consultation with the Vice President for Student Services. (modified 2013)
Work Load:	Approximately two meetings each month.
Functions:	The committee assists the Senior VPAA in all aspects of academic management, planning and assessment, and developing and maintaining the academic planning document for the University. The committee also reviews study abroad agreements on a four year rotating basis.

Radiation Safety Committee (added 2008)

Chair:	Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development; the chair has expertise in research involving the use of radioactive materials.
Members:	Jointly appointed by the Senior Vice President, Academic Affairs and the Senior Vice President, Resource Development. Membership must include at least: a faculty member who is an authorized user for each type of use permitted by the license; the radiation safety officer; a representative of a nursing service; and a representative of management who is neither an authorized user nor a RSO. Members with a conflict of interest will recuse themselves from committee deliberations related to the conflict.

Work Load:	Convened as needed, but no less than quarterly; staffing is provided by the Office of Sponsored Programs.
Functions:	The Radiation Safety Committee advises Xavier's administration on specific needs in all areas of radiation protection and usage. The committee has the authority to approve, disapprove, modify, suspend, or terminate authorization for the use of radioactive material. It is the responsibility for the committee to ensure that all institution and affiliated institution activities and operations involving the use of radiation sources are performed in such a way as to protect students, faculty and staff from exposure, consistent with Louisiana Department of Environmental Quality (DEQ) regulations.

Rank and Tenure Committee (modified 2011)

Chair:	Senior Vice President for Academic Affairs and exercises the Chairs right to vote in case of a tie.
Members:	Six tenured faculty members, distinct from the Rank and Tenure Appeals Committee, elected for three year terms. Members have the rank of associate professor or professor, with one selected from social sciences or business; one from natural science, mathematics, or computer science; one from humanities or education; one from the College of Pharmacy; and two at-large. There must be a three-year interval of service before a faculty member is eligible for re-election. Members of the Rank and Tenure Committee are not eligible for promotion while serving on the Committee.
Work load:	Three-hour meetings twice-weekly beginning in September and ending in late May. Members receive 3 hours release time to serve on this committee.
Functions:	Following University guidelines, the Rank and Tenure Committee collects and evaluates documentation in order to recommend to the President for final action all nominations for promotion in rank, and for tenure. It also conducts a pre-tenure review on all faculty in the third year of service to indicate to them whether they are progressing satisfactorily toward, and meet the criteria for, tenure. A subcommittee on Rank and Tenure of the College of Pharmacy conducts the initial assessment of College of Pharmacy faculty and makes recommendations for the consideration of the Rank and Tenure Committee.

Rank and Tenure Appeals Committee

Chair:	Senior Vice President for Academic Affairs and exercises the Chairs right to vote in case of a tie.
Members:	Six tenured faculty members, distinct from the Rank and Tenure Committee, elected for three year terms. Members have the rank of associate professor or professor, with one selected from social sciences or business; one from natural science, mathematics, or computer science; one from humanities or education; one from the College of Pharmacy; and two at-large. There must be a three-year interval of service before a faculty member is eligible for re-election. Members of the Rank and Tenure Committee are not eligible for promotion while serving on the Committee.
Work load:	Convened as needed.
Functions:	Following University guidelines, the Rank and Tenure Appeals Committee receives faculty appeals of Rank and tenure Committee decisions and reviews the decision of the Rank and Tenure Committee for the case at hand. The Rank and Tenure Committee collects and evaluates documentation in order to decide whether to uphold or overturn the decision of the Rank and Tenure Committee. This Committee's recommendation is communicated to the President for final action of all appeals for promotion in rank, and for tenure.

Research Committee

Chair:	Elected by membership.
Members:	The Director of the Center for Undergraduate Research, one faculty member from each division in the College of Arts and Sciences, and one from the College of Pharmacy, elected for three-year terms. (modified 2013)
Work Load:	An average of one two-hour meeting every three weeks.
Functions:	The Committee is responsible for studying and making recommendations regarding various aspects of University policies and protocols related to research.

Student Life Council

Chair:	Vice President for Student Services.
Members:	Representatives of major student organizations; Dean of Admissions; counselors; and three faculty representatives appointed by the President.

Functions:	The committee advises the Vice President for Student Services on the current status of student housing, welfare, guidance, counseling, career services, student government, student organizations, recreation, and other student activities of a non-academic nature.
Scope of Authority:	The Student Life Council sets the standards and procedures for student elections, recommends guidelines for student housing welfare, and utilization of student facilities. It provides advisory support to programs related to varsity athletics, intramurals, resident halls, and student organizations.

College of Arts and Sciences Committees

The committees listed below are a part of the College of Arts and Sciences (CAS) and are voted on by the CAS Academic Assembly.

Academic Councils, College of Arts & Sciences

The College of Arts and Sciences (CAS) has two Academic Councils: the CAS Undergraduate Academic Council and the CAS Graduate Programs Academic Council. Both Councils are executive committees of the Arts and Sciences Academic Assembly. Each exercises the Assembly's authority with regard to their respective academic matters in the college.

All meetings are conducted in accordance with accepted parliamentary procedure. Robert's Rules of Order Revised is the final authority except where it may contradict and portion of this document. To ensure meetings proceed in a timely fashion, all participants must be in place and ready to begin at the scheduled meeting time. If teleconferencing is necessary, that setup must be available prior to the beginning of the meeting or those agenda items will be delayed to another meeting.

Proposals impacting college academic programs and policies are submitted to the Council through the Dean who sets the agenda. Unless there is a vote to suspend the rules, a proposal is presented at one meeting, and then voted on at the next regular meeting. A quorum consists of fifty percent of the voting membership. Acceptance of a proposal requires an affirmative vote of two-thirds of the voting members.

The minutes of the Academic Councils are distributed to the Office of Academic Affairs, all deans, departmental/division chairs and other academic officers. These officers are to inform all members of their departments of the decisions and actions of the Councils. Members of the CAS Academic Assembly may request a review of the application of either Academic Council's delegated authority concerning any matter. The signatures of 5% of the voting members of the Assembly on a request for review are sufficient to mandate that the

Coordinating Committee of the CAS Assembly place the review on the agenda of the next scheduled meeting of the Assembly.

The composition of the Councils is as follows:

Undergraduate Council

Chair:	Dean of College of Arts and Sciences (CAS).
Voting Members:	Dean or Associate Dean(s) of CAS, Division chairs, Department Heads, Dean of Admissions, two (2) students appointed by the SGA President and four (4) at large faculty members elected by the CAS Assembly. (modified 2013)
Non-Voting Members:	University Registrar, University Librarian, and Directors of Special Programs in the College as determined by the Dean of CAS.

Graduate Council

Chair:	Dean of College of Arts and Sciences (CAS).
Voting Members:	Dean, Associate Vice President, Academic Affairs, Associate Dean(s) of CAS, Division Chair, Director of the Institute of Black Catholic Studies, one Coordinator of Advanced Programs in each of the following areas—Counseling, Education (appointed by the Division Chair), two representatives from the Institute for Black Catholic Studies (appointed by the IBCS Director), six at-large faculty elected by the University Assembly as Members of the University Academic Council (5 from CAS, 1 from COP), and one graduate student elected by the graduate student body.
Non-Voting Members:	University Registrar and University Librarian.

Academic Misconduct Hearing Committee

Chair:	Associate Dean, College of Arts and Sciences.
Membership:	Three College of Arts and Sciences (CAS) faculty members chosen from a pool of six elected CAS members, as well as three students appointed by the Student Government Association from among CAS students.
Work Load:	An average of two two-hour meetings per case; number of cases will vary by semester. Each case will require the participation of only three of the six faculty members.

Functions: The CAS Academic Misconduct Hearing Committee will hear cases of academic misconduct when a hearing is requested in writing to the CAS Dean by a faculty member or by a student. The CAS Academic Misconduct Hearing Committee is subject to a call to service by the CAS Dean. Hearings are conducted in closed session and all proceedings are confidential. The Associate CAS Dean chairing the committee will vote only in the case of a tie vote.

Academic Standing, College of Arts and Sciences

Chair: Dean, College of Arts and Sciences.

Membership: Six faculty, appointed by the Dean of the College, one from each division; Athletic Adviser (required by NAIA regulations); Student Services representative appointed by the Vice President for Student Services; Admissions Office representative appointed by the Dean of Admissions; Director of Academic Support Programs; Director of Counseling (or designate); Director of Financial Aid; Registrar (non-voting). (modified 2013)

Work Load: Convenes at least once each semester and summer for readmission decisions; also for three days of at least 3 hour meetings after each semester ends for probation and dismissal decisions.

Functions: The Committee reviews students' requests for readmission and makes decisions as to whether they may return and on what academic statuses; the Committee reviews records of students in the College in academic difficulty and determines academic dismissal, probation, strict probation and removal from probation.

Core Curriculum Assessment Committee

Chair: Elected from the membership

Members: Six full time faculty members elected by the College of Arts and Sciences Academic Assembly with staggered two year terms.

Work Load: One hour bimonthly meeting during the academic year and eight hours for assessment.

Functions: The Core Curriculum Assessment Committee, a committee of the College of Arts & Sciences, will provide ongoing assessment of the core curriculum. This committee will assess whether the learning outcomes of the core curriculum are being effectively

achieved. It will not make recommendations for changes to the core curriculum. The committee will report its findings to the Dean of the College of Arts & Sciences and to the Senior VPAA.

Planning Council for the College of Arts and Sciences

Chair:	Associate Dean, College of Arts and Sciences.
Members:	Six full time faculty members from the College of Arts and Sciences, one from each division, elected to three year terms (initially the terms will be staggered) by the voting members of the Arts and Sciences Academic Assembly. The Dean of Arts and Sciences appoints one student member each year. Elected members may not serve more than two consecutive terms. If a vacancy occurs during the year, the Dean appoints a replacement. An appointed member may be elected to two consecutive terms following the expiration of his/her appointment. (modified 2013) A Vice-Chair and Secretary are elected each year from the membership of the Planning Council. The Vice-Chair assists the Chair as delegated and takes the place of the Chair at meetings held when the Chair is unavailable. The Secretary assists the Chair as delegated and keeps a record of the minutes of all meetings of the Planning Council.
Work Load:	At least two, two-hour meetings each month.
Functions:	The Council assists the Dean of Arts and Sciences in all aspects of academic management, planning and assessment for the College. These aspects include, but are not limited to, administering the core curriculum, regular reviewing of consortial, partnership, and contractual agreements, reviewing and providing feedback on college-wide assessment projects, and developing and maintaining the academic planning document for the College. (updated 2008)

College of Pharmacy Committees

The committees listed below are a part of the College of Pharmacy (COP) and are voted on by COP Academic Assembly.

Academic Council, College of Pharmacy

The Academic Council of the College of Pharmacy is a standing committee of the College of Pharmacy Academic Assembly. The Academic Council prepares recommendations regarding academic matters in the College of Pharmacy (COP) and reports these recommendations to the COP Academic Assembly for further consideration. In cases where the recommendation of the Council results in a direct impact on any course taught in the College by non-College departments, the recommendation must be reported to the Office of Academic Affairs for advisement to the Dean of COP prior to submission to the COP Academic Assembly.

Proposals impacting college academic programs and policies are submitted to the Associate Dean who sets the agenda based on these proposals which are submitted by faculty, division chairs or the Dean. Proposals may be presented and voted on at the same meeting unless a simple majority of the members vote to delay voting. A quorum consists of 50% of the voting membership. In order to obtain the Council's recommendation for presentation to the Assembly, a proposal needs a simple majority of affirmative votes from the voting members. In case of a tie vote in the Council, the matter will be reported to the Assembly without recommendation of the Council. The minutes of the COP Academic Council are to be recorded by the secretary who is appointed by the Chair of the Council. The minutes are to be distributed to all voting and non-voting members of the Council, to the Office of Academic Affairs, and an archival set is to be provided to the Dean's office. All members of the COP Academic Assembly will be informed of recommendations via the reports of the Council to the Assembly. The Chair of the Academic Council reports the recommendations to the COP Academic Assembly for consideration and vote (or approval) by the faculty.

The composition of the COP Academic Council is as follows:

Chair:	Associate Dean of the College of Pharmacy or Designee.
Voting Members:	Chair of Council; Associate Dean for Student Affairs; Chairs of Divisions; one Representative elected by the faculty from each Pharmacy discipline: Clinical Pharmacy (internal medicine and ambulatory care), Pharmaceutical Chemistry, Pharmaceutics, Pharmacology/Toxicology, and Pharmacy Administration; Practitioner from Community Practice (appointed by the Dean); Practitioner from Hospital Practice (appointed by the Dean); one student appointed by the Pharmacy Student Association.

Consultant Members: (invited to attend according to topics of deliberation) Representative from Chemistry (designated by Chemistry Department); Representatives from Biology (designated by Biology Department); and others as requested by the Chair of the Council.

Academic Standing, College of Pharmacy

Chair: Dean, College of Pharmacy.

Members: Associate Dean; Division chairs; one faculty member from each division appointed by the Dean; the Associate Dean for Student Affairs; the Assistant Dean for Student Academic Success; the Director of Counseling (or designee); and the Registrar (non-voting).

Workload: Convenes each semester for two-to-three days; additional meetings as necessary.

Functions: The Committee reviews students' requests for readmission and makes decisions as to whether they may return and on what academic statuses; the Committee reviews all folders of students in academic difficulty and determines academic dismissal, probation, strict probation and removal from probation.

ACPE Self Study Committee

Chair: ACPE Coordinator

Members: Faculty and professional staff appointed by the Dean; Dean serves as an *ex officio* member.

Work Load: Monthly or as called by the Chair.

Functions: The ACPE Self Study Committee is comprised of six subcommittees – Mission, Planning and Evaluation, Organization and Administration, Curriculum, Students, Faculty and Staff, and Facilities and Resources – and is responsible for monitoring compliance by the College with the ACPE standards and guidelines. Between accreditation Self-Study reports, the Committee (through its subcommittees) makes annual reports to the faculty on the status of each standard (i.e. compliant, non-compliant, etc.) and actions to be taken to ensure compliance.

Admissions Committee, College of Pharmacy

Chair:	Associate Dean, Student Affairs, College of Pharmacy
Members:	Faculty appointed by the Dean
Work Load:	As needed.
Functions:	The Admissions Committee screens all applicants and after a thorough review of the application materials and faculty interviews, recommends to the Dean applicants to be admitted to the professional program.

Biohazard/Safety Committee, College of Pharmacy

Chair:	Faculty member from the Division of Basic Pharmaceutical Sciences
Members:	Faculty and professional staff appointed by the Dean.
Work Load:	Monthly.
Functions:	The Biohazard Safety Committee works to maintain the College as a safe place to study and work. The Committee assures compliance with all local, state and federal regulations (i.e., radioactive areas, toxic waste, OSHA, etc.) The Committee conducts at least three “spot” safety inspections each year and renders those reports to the Dean with recommendations, if any, for improvement.

Computer and Information Services Committee

Chair:	Selected from committee members.
Members:	Faculty and professional staff appointed by the Dean; one professional staff member from the Office of Technology Administration.
Work Load:	As needed.
Functions:	The Computer and Information Services Committee is responsible for implementing computer information technology into the instructional, research, service, administrative and development activities of the College. This committee serves in an oversight role for all technology in the College; it also considers the needs for specific courses employing computer technology; determines when this technology could facilitate

College functions; reviews information systems needs in the College; recommends how computer literacy among the faculty, staff and students can be enhanced; and identifies computer resources which can be utilized for accomplishing the College's educational and research mission and goals.

Continuing Education Committee

Chair:	Director, Continuing Education Program
Members:	Faculty and professional staff appointed by the Dean; Vice Chair, Division of Clinical and Administrative Sciences serves as an <i>ex officio</i> member.
Work Load:	As needed.
Functions:	The Continuing Education Committee organizes, plans, and implements continuing professional education programs to serve the greater New Orleans area. The Committee conducts other professional development programs for practicing pharmacists, faculty, staff and students. The Committee assures that programs are accredited by the Accreditation Council for Pharmacy Education.

Diversity Committee

Chair:	Director, Educational Coordinator of Health Disparities, Diversity, and Cultural Competence
Members:	Faculty, professional staff, and at least one student from each class appointed by the Dean.
Work Load:	As needed.
Functions:	The COP Diversity Committee is responsible for fostering cultural diversity among the faculty, staff and students. Planning periodic functions to celebrate the diverse backgrounds of faculty, students and staff is the domain of the Committee.

Executive Committee

Chair:	Dean, College of Pharmacy
Members:	Associate Dean(s); Division Chairs; Vice Chair of the Division of Clinical and Administrative Sciences; Director of the Professional Experience Program; Director of the Center for Minority Health and Health Disparities Research and Education; and one faculty member elected by the COP Academic Assembly.
Work Load:	Weekly.
Functions:	The Executive Committee provides advice and counsel to the Dean on all aspects of the operations of the College of Pharmacy. The Committee receives and reviews reports and recommendations from standing committees and makes policy decisions. The committee also monitors the Strategic Plan for the College to ensure that all benchmarks are being met.

Faculty Recruitment Committee

Chair:	Appointed by the Dean from membership
Members:	Faculty appointed by the Dean
Work Load:	As needed.
Functions:	The Faculty Recruitment Committee is responsible for advertising, screening, and scheduling interviews with applicants for vacant faculty positions. The Committee makes recommendations to the Division Chair based on their assessment of the applicants with appropriate input from division faculty, the University Associate Vice President for Academic Affairs, and the Associate Dean of the College. There is one Committee for each College division.

Faculty Development Committee

Chair:	Appointed by the Dean from membership
Members:	Faculty appointed by the Dean
Work Load:	Monthly.
Functions:	The Faculty Development Committee designs and implements methods for the career development of faculty, particularly junior

faculty. The scope includes tenure-track and non-tenure track (clinical and research) faculty. The committee also develops and maintains processes and documentation for comprehensive orientation of new faculty.

Honors and Awards Committee

Chair:	Appointed by the Dean from membership
Members:	Faculty and professional staff appointed by the Dean
Work Load:	As needed.
Functions:	The Honors and Awards Committee evaluates academic and extracurricular activity records of students nominated/identified for awards and prepares a slate of candidates to be voted on by faculty to receive College and University academic, honorary, and service honors and awards.

Library and Drug Information Committee

Chair:	Director, Drug Information Center
Members:	Faculty appointed by the Dean; University Librarian
Work Load:	As needed.
Functions:	The Library and Drug Information Committee is responsible for the provision of library information for students and faculty, and drug information resources and services for faculty, students, health care providers, and the public. The Committee recommends to the Dean measures to improve library services and for the improvement of information services for research and research training. The Committee conducts an annual survey of library utilization and satisfaction by students and faculty.

Non-Tenure-Track Committee on Promotion, College of Pharmacy

Chair:	Selected from membership
Members:	Two senior clinical faculty members elected by the clinical faculty and one faculty members selected from the COP Tenure and Promotion Committee.
Work Load:	As needed.

Functions: The Non-Tenure-Track Committee on Promotion conducts the initial assessment of College of Pharmacy non-tenure-track faculty based on the criteria for evaluation published in the University Faculty Handbook and makes recommendations for the consideration of the promotion to the University Rank and Tenure Committee for final review and approval.

Planning Council for the College of Pharmacy

Chair: Elected by the Members of the COP Academic Assembly

Members: Three faculty members elected by the College. The Associate Dean serves as an *ex officio* member.

Work Load: Monthly.

Functions: The Council assists the Dean in all aspects of academic management, planning and assessment for the College, including, but not limited to, administering the professional curriculum, reviewing and providing feedback on college-wide assessment projects, reviewing affiliation agreements, planning the pharmacy Academic Assembly meetings, and developing and maintaining the academic planning document for the College.

Professional Experience Program Committee

Chair: Director, Professional Experience Program

Members: Professional staff from the PEP Office; a minimum of five preceptors from the community; one student from each class appointed by the Dean.

Work Load: At least once per semester

Functions: The Professional Experience Program Committee serves as an advisory committee to the Vice Chair of the Division of Clinical and Administrative Sciences for the experiential program in the College.

Program Assessment Committee

Chair:	Director of Assessment of the COP
Members:	Faculty and professional staff; preceptor(s); alumni; and at least one student from each class appointed by the Dean.
Work Load:	Monthly.
Functions:	The Program Assessment Committee provides assessment and evaluations of all activities in the College with special focus on the College mission, the curriculum and program outcomes. The Program Assessment Committee serves as advisor to the Executive Committee and faculty on matters related to quality control of courses. The Director of Assessment serves on the Curriculum Review Committee. The Committee works with the Capstone Exam Committee to assess the comprehensive examinations and assists faculty in developing assessment tools for courses, laboratories or rotations.

Research Committee, College of Pharmacy

Chair:	Director, Center for Minority Health and Health Disparities Research and Education
Members:	Faculty appointed by the Dean.
Work Load:	Monthly.
Functions:	The Research Committee shall be responsible for providing guidance and suggestions on how to create a supportive research environment for faculty and students. More specifically, the Research Committee will: identify potential funding opportunities; assist junior faculty members in developing (building) a research idea (before initiating grant writing); identify presenters for faculty seminars to discuss various research designs (e.g. case studies); identify training areas in statistics that would be of interest to faculty; and identify additional training opportunities (e.g. scientific writing, etc.).

Residency Research Committee

Chair:	Senior faculty member from the Division of Clinical and Administrative Sciences
Members:	Faculty appointed by the Dean; Director, Center for Minority Health and Health Disparities Research and Education serves as an <i>ex-officio</i> member.
Work Load:	At least twice each semester.
Functions:	The Residency Research Committee provides basic information to the residents on how to begin a research project. More specifically, the Committee provides resources and offers seminars/workshops on key elements of the research process (e.g. developing a research hypothesis, statistical analysis, IRB approval, etc.).

Strategic Planning Committee, College of Pharmacy

Chair:	Appointed by the Dean.
Members:	Faculty and professional staff appointed by the Dean.
Work Load:	Monthly.
Functions:	The Strategic Planning Committee is responsible for drafting the College's Strategic Plan. Upon adoption, the Committee annually assesses the implementation and progress toward the projected outcomes of the plan. The Committee works consistently with both the Executive Committee and the Program Assessment Committee to monitor and gauge performance relative to the plan. Mid-course evaluation and changes are made to the plan based on assessment data from a variety of sources. The chairperson also serves on the Assessment Committee and meets quarterly with the Executive Committee to discuss progress.

Tenure and Promotion Committee, College of Pharmacy

Chair:	Elected from membership
Members:	Three tenured faculty members elected by the COP Academic Assembly.
Work Load:	As needed.
Functions:	The COP Tenure and Promotion Committee is elected and evaluates all tenure-track faculty for promotion and tenure based on university guidelines. The Tenure and Promotion Committee makes a determination, based on the criteria, if the applicant is eligible for tenure and/or promotion. The Tenure and Promotion Committee also reviews all “tenure-upon-hire” applications that are forwarded to the Dean for consideration. After completion of careful deliberations, the COP Tenure and Promotion Committee forwards to the Senior Vice President for Academic Affairs its recommendation on tenure and/or promotion for each applicant.

Financial Administration of the University**Principal Financial Officials**

The principal financial officials of the University are as follows:

- Senior Vice President, Administration
- Vice President for Fiscal Affairs
- Controller
- Senior Vice President, Academic Affairs
- Deans of the Colleges

The Cost Center Managers

In the colleges and schools, the dean is the principal budgetary official for all academic departments/divisions and units affiliated with the school. He/she approves all budgets and budget revisions and submits them to the Senior VPAA.

III. THE FACULTY

THE GENERAL FACULTY OF XAVIER UNIVERSITY includes the following divisions: the Teaching Faculty, the Library Faculty, and the Administrative Faculty. Each of these divisions is a distinct and interdependent component of THE GENERAL FACULTY.

The members of THE GENERAL FACULTY are charged with the primary responsibility for achieving the educational goals and objectives of the University. The unity of all members of the faculty in sharing this primary responsibility in no way interferes with the distinct nature of the three divisions or in the unique responsibilities and rights which pertain to each. The responsibilities of each are dependent chiefly upon the contractual agreements between the individual members of the particular faculty branch and the University. Each division has unique rights and privileges which evolve from their contractual responsibilities.

The reason for having separate but dependent divisions within the GENERAL FACULTY is primarily that the divisions have different responsibilities. This gives each the advantage of voicing an opinion on matters in which its members by training and experience are qualified to speak. This also allows one division to express support or disagreement with another division in the interest of the University.

The GENERAL FACULTY includes the following divisions:

Administrative Faculty

Membership in the Administrative Branch of the GENERAL FACULTY is held by all administrative officers and assistant administrative officers as listed in the official bulletin and by ranked tenured faculty members whose contractual responsibilities are administrative.

Teaching Faculty

The Teaching Faculty includes those members of the GENERAL FACULTY who are ranked faculty members and whose contractual responsibilities are in teaching and/or research. Limited membership in the Teaching Faculty is held by visiting professors, artists-in-residence, lecturers, part-time faculty, adjunct faculty or other part-time employees whose major responsibility is in teaching and/or research. When the word "faculty" is used without qualification, the Teaching Faculty is meant.

Library Faculty

Professional librarians with full-time appointments in the University are included in the faculty. They hold non-tenure track appointments. Rank, promotion and criteria for evaluation are detailed later in this section.

Graduate Faculty

The Graduate Faculty is a segment of the teaching faculty, designated through a special review process conducted by the Graduate Council in consultation with the Senior VPAA. Faculty members must apply, usually through their college, for membership on the Graduate Faculty. If accepted, they are reviewed periodically for continued eligibility, which usually involves remaining active in graduate studies as a teacher and advisor of students and demonstrating continued involvement in scholarship and research. To be nominated for membership on the Graduate Faculty, a faculty member must have earned a terminal degree.

Part-Time and Adjunct Faculty

Part-time faculty are those faculty members employed by Xavier University on a part-time basis to teach a specific course(s) during an identified semester, or participate in research for the University. Faculty members serving part-time are required to meet the following requirements and sign a contract through the Office of Academic Affairs.

1. Hold appropriate academic credentials.
 - A. For teaching undergraduate courses a Masters Degree and 18 graduate hours in the discipline are required.
 - B. For teaching graduate courses a terminal degree is required.
 - C. Additional education/credentials may be required to teach in professional programs.
2. Submit for review before employed.
 - A. Official transcript of highest degree from a regionally accredited college/university.
 - B. Current Curriculum Vitae.

The division chair responsible for the program requesting the part-time faculty member, in consultation with the relevant department head (CAS), will be required to review the application, transcript, and curriculum vitae; hold an interview with prospective part-time faculty member, and submit a recommendation to the Dean. The Dean will interview the candidate and then make a recommendation to the Office of Academic Affairs for employment. The academic rank and salary for the part-time employee will be determined by current policies of the university.

Part-time faculty members are required to submit the following documentation prior to the beginning of any course.

1. Course outline and expected outcomes.
2. Grading protocol.
3. Textbook and/or reading list.
4. Schedule of office hours/times that students may make appointments.

Part-time faculty members are required to comply with all published University and department policies.

Adjunct Faculty are those faculty members teaching units of instruction to Xavier University students who are not financially compensated by the University for the service. Adjunct faculty include faculty members in programs that are under contract with the university and whose compensation is assigned outside the university. Faculty members serving in an Adjunct status are required to meet the same requirements as part-time faculty (see above).

The division chair responsible for the program requesting the Adjunct faculty member, in consultation with the relevant department head (CAS), will be required to review the applicant's credentials and curriculum vitae; hold an interview with the prospective Adjunct faculty member, and submit a recommendation to the Dean. The Dean will then make recommendation to the Senior Vice President, Academic Affairs for an Adjunct faculty appointment. The academic rank for the Adjunct faculty member will be determined by current policies of the university.

In consideration for the contributions made by the adjunct faculty to the University, they are entitled to tuition reduction for themselves for courses taken at Xavier University.

Full-Time Faculty on Temporary Contracts

Lecturer

Lecturer is the rank assigned to full-time faculty on temporary assignment, regardless of degree(s) held. Faculty may serve in this rank for a maximum of three years (six semesters). If a full-time tenure or non-tenure track position becomes available, a Lecturer may apply through the usual procedures. The hiring procedures are the same as those described above for part-time and adjunct faculty. In some cases, faculty hired as a replacement for a faculty member on leave and who meet the requirements for tenure-track positions, will be accorded the Visiting Assistant (or other rank as appropriate) rank.

Procedures

Procedure for Recruitment of Teaching Faculty

The division chair, in consultation with the relevant department head(s) (CAS), and the appropriate dean must obtain advance approval from the Office of Academic Affairs for filling academic position(s).

It is the responsibility of the division chair and/or the appropriate dean, in consultation with the relevant department head(s) (CAS), to select and interview candidates. It is recommended, whenever possible, that the prospective faculty meet with all members of the respective department/division. Where travel is necessary, authorization should first be obtained from the Associate Vice President, Academic Affairs.

Before a contract is offered by the President or his designee, official transcripts for all graduate degrees **MUST** be on file in the Office of Academic Affairs.

The rank offered new faculty must be in accord with the University Promotion Policy. Faculty who have been teaching at another college/university will receive the rank accorded them at their previous institutions. Any exceptions must have the approval of the University Rank and Tenure Committee. All conditions of employment must be in writing. No oral commitments will be honored. Annual employment agreements will be evidenced by a formal document signed by the President or his designee.

All searches for academic positions MUST observe the following "Procedures for Hiring Full- and Part-Time Faculty at Xavier University" revised August 2008 by the VPAA Office.

Faculty Hiring Procedures

To fill a position:

1. **Approval:** Request approval to fill the position from the Dean of the College. The Dean then seeks approval from the Senior Vice President for Academic Affairs. Once approval has been granted, the search process begins.
2. **Advertisement of the Position:** Advertisements, as well as interview and moving expenses for hiring faculty, are funded through the Academic Affairs Office. Submit the proposed ad to the Associate Vice President, Academic Affairs (with a copy to the Dean) for approval prior to placing the ad. Ads for non-tenure track positions should explicitly state the term of appointment, whether the position is renewable, and that the position is non-tenure track. Include the source(s) of publication and desired number of times the ad is to be placed. Please request that invoices be sent directly to the AVPAA. Place ads ASAP in the academic year. The ad need not request official transcripts or letters of reference—these can be requested once the field has been narrowed to finalists.

3. **Search Committee:** Establish a search committee by the middle of September that includes at least one faculty member from a different department (please also include student participation if possible). It is recommended that neither the division chair nor the department head (CAS) chair the committee. The search committee receives and reviews applicants and comes to a consensus of between three to five candidates for whom references will be vetted. These candidates will also be asked to provide additional information to the search committee so that equivalent information is received for all candidates, e.g., teaching philosophy, scholarship description, etc. It should be noted that the review of applications must include consideration of institution from which the highest degree has been earned to assure that faculty represent a broad range of institutions.
4. **Vetting of Candidates:** Once the committee has narrowed the number of applicants to three to five, references should be thoroughly checked. In addition to written recommendations, the committee should also call and speak to references. Then the department should select two to three candidates for on-campus interviews. **Folders on these candidates should be sent to the VPAA office and the Dean's office prior to inviting candidates for on-campus interviews.** The folder should include letter of application, vita, statement of teaching philosophy, and letters of reference (or verification that references have been checked).
5. **Immigration Status:** Verify immigration status of all candidates. Prior approval of the VPAA Office is required if a department/division wishes to consider non-U.S. citizens or permanent residents. This policy covers research associates as well.
6. **Interview Process:** Candidates are brought to campus for an on-campus interview. During this time, the candidate meets with the search committee, department/division faculty, the Dean(s) of the colleges, and either the Senior Vice President for Academic Affairs or the Associate Vice President for Academic Affairs. On-campus interviews **must** include a pedagogical presentation to judge applicants' oral communications skills. The Search Committee should also request materials that will allow them to judge applicants' written communication skills.
7. **Selection:** At the completion of the interview process, the department should meet (electronic meetings are acceptable) to choose the preferred candidate. The division chair should communicate their recommendation to the AVPAA and the Dean for approval.
8. **Salary Determination:** The VPAA Office will determine and communicate the salary information to the division chair.

9. **Contract:** If the candidate accepts the offer **and** the VPAA Office has received and filed an official transcript, current vita, and letters of references, a contract will be mailed.

Faculty Appointment

Every appointment of a faculty member shall be made by a formal written agreement signed by him/her and by the President of the University or his representative, and shall state the rank, salary, length of agreement, and other conditions of appointment. A copy of the terms of appointments shall be presented to each prospective faculty member prior to his acceptance of appointment. Acceptance of the appointment shall be considered to indicate the appointee's willingness to be bound by all the terms of the agreement. Faculty in the College of Arts & Sciences will ordinarily be employed on nine (9) month contracts. Nine month contracts end at the completion of spring commencement activities. For those faculty members who are requested to perform administrative tasks that require summer employment, an addendum to their regular nine-month contract will be issued. Employment during the summer months is offered on a year-to-year basis. Clinical faculty in the College of Pharmacy are hired only on 12 month contracts.

No faculty member, department head (CAS), or division chair has the authority to make an oral promise of employment, tenure or promotion. The University will not be bound by oral statements.

Appointments shall be of two kinds: term appointments (tenure-track and non-tenure track) and continuous tenure appointments. Term appointments end at the close of the period specifically stated in the employment agreement. These appointments are subject to renewal but carry no obligation, either on the University or on the appointee, for reappointment.

Continuous tenure appointments carry assurance of permanency until retirement and are subject to termination only under conditions mutually understood and accepted at the time of appointment.

Term Appointments for New Faculty

New members of the faculty shall be engaged initially on a term appointment. Renewal of these term appointments shall be for one year. Interim semester appointments and appointments as lecturer are considered here as term appointments.

Faculty Evaluations

Each fall semester, faculty members submit a faculty update that provides a self-assessment of the faculty evaluative areas described in later sections of the Faculty Handbook. Late in the fall semester for returning faculty members, and late in the spring semester for first year faculty members, department heads (CAS)/division chairs (COP) submit a faculty evaluation for each faculty member. (College deans conduct the evaluations for division chairs, division chairs conduct the evaluations for department heads (CAS), and the University Librarian conducts the evaluations for Library Faculty.) This evaluation provides a review for faculty

members in each of their evaluative areas. The evaluations conducted by department heads are submitted to the division chair for review, signature, and comments before review, signature and response by the faculty member. Both division chairs and department heads (CAS) can recommend promotion in rank and contract renewal. Faculty members are given the option of providing a response to the evaluation. The original evaluation, once signed by the faculty member, the department head (CAS), and division chair, is submitted to the Office of the Senior VPAA with a copy to the Dean of the College.

Renewal Schedule for Appointments of Teaching Faculty

All renewals of term appointments shall be given some time between March 1 and March 15 of the final year specified in the agreement. In the case of continuous tenure appointments, although renewals are not necessary, contracts or addenda to the original employment agreement will be issued to specify salary, rank, dates, and other matters which may be subject each year to change. In all cases contracts will be returned to the President or his designee within fifteen days of the date of contract.

These contracts are bilateral. Both the University and the faculty member are expected to honor the contract. If a faculty member signs a contract and then decides to break that contract, the University may exercise its option to pursue legal rights for any financial impacts his/her actions produce. For example, the University reserves the right to recover any costs incurred in replacing the faculty member.

1. Notice of Non-reappointment:
 - A. For the first academic year of service, the appointee whose term expires at the end of the year will be notified of non-reappointment no later than March 15. If the term appointment ends at any time other than the end of the academic year, the faculty member will be notified at least three (3) months in advance of its termination.
 - B. For all other term (both tenure-track and non-tenure-track) appointments, faculty members will be notified of non-reappointment no later than the first day of the last semester covered by the contract.
 - C. An exception to the above will be made in the case of a faculty member who is not recommended for tenure in the sixth year. The University may, at its discretion, offer a contract for a seventh year, in which case, notice of non-reappointment will be given with the contract for the last qualifying year. If a non-tenure track position is non-renewable, the initial contract should serve as notice of non-reappointment.
2. Faculty Notice for Resignations
 - A. Unless the University agrees to a shorter period, a faculty member who is a first year appointee is expected to give notice of resignation no later than March 15 if his/her appointment expires at the end of the academic year. If the term appointment ends at any time other than the end of the

academic year, he/she is expected to give notice of resignation at least three (3) months in advance of termination.

- B. All other faculty members are expected to give notice of resignation or of their intention of leaving the service of the University no later than the first day of the last semester covered by the contract.

Tenure

(Revised 2011)

Faculty Review

During the sixth semester of teaching at Xavier the credentials of each full-time tenure-track member appeal will be reviewed by the Rank and Tenure Committee, and faculty will receive a written evaluation from the Rank and Tenure Committee. Faculty receiving an unfavorable review will be provided suggestions for remediation. The criteria for these reviews will be the same as those for tenure (see below). Tenure is granted only to persons with strong credentials in Teaching, Scholarship, Service, and Collegiality. Faculty will be evaluated again in the 11th semester of teaching for consideration for tenure by the Rank and Tenure Committee, and tenure will be officially granted following the 14th semester at the university.

Definition and Criteria

Tenure is permanence of appointment. The contracts of tenured faculty are permanent in the sense that they may be terminated by the University only for cause. (See “Termination of Faculty Appointments” in Section III of this document.). Faculty members hired without a terminal degree, ABD (All But Dissertation—that is, having completed all course-work for the doctorate and achieved the ABD designation), may be hired for a tenure-track position. But the tenure clock will not start until the semester following completion of the terminal degree. Faculty members hired in ABD status will have until the first day of their sixth semester at Xavier to complete all requirements for the terminal degree (except marching). If the faculty member has not completed the terminal degree requirements at this point (the first day of the sixth semester), then the sixth semester will be the faculty member’s last semester at Xavier. Departments/divisions can then initiate a search to fill the position, if approved. If the faculty member finishes all terminal degree requirements during the sixth semester, then he/she will be eligible to apply for the advertised position.

Tenure may be awarded only to those assistant professors or higher ranked faculty members who have fulfilled the following conditions:

1. completed seven full contract years of uninterrupted service as ranked faculty at Xavier. Years of service accumulated prior to official leaves of absence granted by the University, for education or health purposes only, will count toward tenure;
2. held full-time faculty contracts and taught at least half-time, on average, throughout the tenure qualification period (as defined above);

3. received the doctorate; the University may accept other degrees or credentials as deemed appropriate for specific disciplines;
4. showed excellence in college teaching.
5. demonstrated strong scholarship;
6. performed acceptable service to the University and/or the community; and
7. demonstrated collegiality.

Recommendations from the division chair, the department head (CAS), and the tenured faculty members of the department and from the college dean will play a significant role in the tenure process.

Assessment

A full-time faculty member who meets the conditions for eligibility described above, including those pertaining to the terminal degree, becomes automatically eligible for tenure review during the eleventh semester of full-time service. Leaves for education or health purposes will not be counted toward the eleven semesters, but they do not interrupt the continuity.

The Rank and Tenure Committee will evaluate the candidate and make its decision known to the President. The Senior Vice President, Academic Affairs will, by letter, inform the faculty member of the University's decision on his or her faculty status.

Review

A faculty member denied tenure as a result of his/her review has the right to a hearing before the Rank and Tenure Appeals Committee whose elected membership shall be distinct from that of the Rank and Tenure Committee. Before this hearing, he/she must be informed of the reasons for the decision and be given 45 working days in which to submit his/her appeal. The Rank and Tenure Appeals Committee will review the decision of the Rank and Tenure Committee and consider the appeal (submitted either in person or in writing) of the faculty member, after which it will decide whether to uphold or overturn the decision of the Rank and Tenure Committee. In the case of an unfavorable decision by the Appeals Committee, the faculty member may at this point present his/her case in writing to the President, who must hear it. In this event, the judgment of the President, who may consult with the Appeals Committee, will be final. If the Rank and Tenure Appeals Committee overturns the decision of the Rank and Tenure Committee, then the Appeals Committee's recommendation is communicated to the President through the Senior Vice President for Academic Affairs.

Reduction of Time Required for Tenure (as above)

In exceptional circumstances, the Rank and Tenure Committee may consider a request to grant tenure to an in-coming faculty person. In such cases, there must be clear evidence of superior credentials in all criteria or exceptional accomplishments in a given field. In other

cases, the Committee may consider a request to reduce the time required for permanent tenure. In these cases, tenure may be awarded to someone who, after serving two years at the University, holds the rank of Professor, or after three years holds the rank of Associate Professor, or after serving four years holds the rank of Assistant Professor. In all such cases, once tenure is approved, it becomes official after a qualifying year. Moreover, where the reduction in time required reflects service at another university, the Rank and Tenure Committee will consider accomplishments at the former university, achieved while at the rank currently held, in determining whether Xavier's criteria have been met.

Criteria for Assessment

Xavier University of Louisiana values most highly faculty achievements in teaching and scholarship, activities it holds to be interdependent and mutually reinforcing. Scholarly achievements alone, without strong teaching, will not suffice for tenure.

A. Teaching

At the foundation of good teaching is the systematic transfer of knowledge and fostering of skills. Built on a sound scholarly base, good teaching emanates from research, continued study, peer discussion and reflection with the objective of encouraging students to become active learners, critical thinkers and effective leaders.

At the same time, good teachers must be active learners in their area of expertise, willing and able to adjust to ever-changing classroom, professional and scholarly environments.

Evidence of faculty development (e.g.):

- Creating and/or teaching new courses
- Attendance at external conferences or workshops in the fields in which one teaches, or in pedagogies (including applications of technology) applicable to those fields
- Obtaining proper professional certification appropriate to his/her discipline
- Periodic updating of statement regarding teaching methods.

Evidence of course improvement (e.g.):

- Introduction (and assessment) of new pedagogies (including applications of technology)
- Periodic assessment of texts
- Development of course portfolio
- Up-dating of course content and materials

Evidence of competence (e.g.):

- Availability for and assistance to students outside the classroom, especially in academic advising
- Self-assessment in the Faculty Up-Date
- Assessment of student learning
- Assessment of teaching by chair and peers through such means as classroom observation, structured interview, test or appraisal of student achievement, content analysis of instructional materials.
- Assessment of teaching by students
- Teaching portfolios
- Maintenance of fair standards in grading

B. Scholarship

Scholarship is here defined as a process that generally includes, in various modes according to disciplines, the definition of a problem, the formulation of a hypothesis, and the choice of a methodology, its end the creation of a product that advances knowledge. This progression from discovery through peer evaluation and review to “publication,” or making one’s scholarship public, takes many forms, including: traditional research (where articles and conference papers “make public” the results of inquiry); the creative output of the fine arts (where performance, art work, and text “make public” outcomes of different forms of investigation); and the Scholarship of Teaching, here defined as making public, in conference presentation or pedagogical journal, for example, results from studying a problem about an issue of teaching or learning through methods consistent with disciplinary epistemologies, with the end of enhancing student learning.

In assessing these scholarly outcomes, not only quantity, but quality, i.e. the originality of a given contribution, the degree to which it reflects innovation and creativity, must be considered. To this end, both the process by which a particular outcome is achieved and the value of the final product must be assessed, the first through brief narratives, interim reports, and so forth, the second by external measures such as citation indexes, surveys of the literature, and peer reviews, both from within the department and external sources.

Primary Scholarly Outcomes (e.g.):

- Publication of books, monographs, or musical scores
- Publication of articles in refereed journals
- Publication of chapters in books or monographs
- Performances (as in the fine arts: drama, music, art, creative writing)
- Curating of major exhibits, direction of major theatrical productions, conducting of major works

- Peer-reviewed papers presented at conferences that end in published works
- Production of marketable, peer reviewed software
- Publication by students of articles in refereed journals or conference proceedings, as appropriate to the discipline.

Other Scholarly Outcomes (e.g.):

- Presentation of papers at regional or national scholarly conferences
- Editing of journals, volumes, monographs, or textbooks
- Refereeing of papers or articles for journals or conferences
- Reviewing of textbooks for publishers
- Technical reports submitted to funding sources on completed research
- Curating of minor exhibits, directing of minor theatrical productions, conducting of minor works.
- Writing successful grant proposals to external sources for teaching or research
- Invited speeches, lectures, and book reviews
- Presentation by students at refereed conferences that end in published work, as appropriate to the discipline.

C. Service to the University and/or the Community

Faculty must participate actively in the life of the department and of the University, thus advancing the mission of the University. When faculty serve outside the University in their academic roles, that activity likewise furthers Xavier's mission. For using one's disciplinary expertise to benefit the greater community brings the University into the community, bridging the gap between academic theory and the world outside the academy. In addition, the University highly values faculty service in a just cause.

Examples of university service:

- Departmental service
- Assistance to other departments
- Special mentoring of students
- Advisor to campus organizations
- Service on college and university committees
- Writing of grants

Examples of scholarly service:

- Serving in any capacity other than presenter at a conference (i.e. chairing panels, chairing conference, organizing program)

- Serving on the editorial board of a journal or press
- Serving on the administrative board of a professional organization
- Serving on the reviewing panel of a granting agency
- Reading or grading for national testing agencies, or helping to devise new national tests.

Examples of public service:

- Consulting with community organizations (i.e. schools, churches, non-profit organizations, etc) within your area of expertise
- Serving on community/public boards of directors
- Performing regularly any volunteer activity undertaken to enhance the well-being of the community

D. Collegiality

As a community of teachers and scholars, faculty members are expected to interact in an atmosphere of mutual respect, with integrity, honesty, and regard for academic freedom. They should work with each other responsively in the day-to-day activities that further the mission of Xavier and the success of students, colleagues and the University as a whole. This will be assessed in letters from the Dean, the division chair, the department head (CAS), and tenured faculty from the department (CAS)/division (COP) at third and sixth-year reviews.

Teaching Faculty Rank and Promotion

The following policies apply to terminally-degreed, tenure-track faculty only. ABD faculty hired for tenure-track slots will be considered Instructors. If they complete their degrees within the three-year period, they may receive a tenure-track appointment as Assistant Professor for the following semester. If not, they will be terminated.

Members of the tenure-track teaching faculty may be assigned to one of three ranks, Assistant Professor, Associate Professor, or Professor, depending on years of teaching experience and scholarship.

There is no limit to the number of years that a faculty member may serve in a given rank. Promotion from one rank to another is not automatic, and only in exceptional circumstances will it be made at less than three (3) year intervals. Such exceptional circumstances must be approved by the Committee on Rank and Tenure. Promotion from one rank to another will be based upon the criteria listed below for each rank and will be effected by the procedures which follow:

Qualifications for Ranks

Assistant Professor—Possession of a terminal degree.

Associate Professor

1. Possession of a doctorate, degree, or other credential recognized as the equivalent of terminal degrees within specific disciplines, or special evidence of professional competency ordinarily required for teaching in certain technical and professional fields.
2. Six (6) years of ranked college teaching, and a minimum experience of three (3) years in the rank of Assistant Professor on the university level. Up to three years of relevant experience in a non-teaching situation may be substituted for years of college teaching. The faculty member must petition the Rank and Tenure Committee to make the substitution and this Committee has the authority to determine both the relevance of the experience and the number of years to accept.
3. Evidence of continuing achievement in Service and increasing achievement in the areas of Teaching and Scholarship (in accordance with the criteria listed for tenure).

Professor

Appointment to this rank on promotion from the rank of associate professor supposes, in addition to distinguished fulfillment of the requirements of the previous ranks, evidence of continued service and such outstanding qualities of teaching and scholarship as to merit recognition among scholars and educators. A minimum of five (5) years in the rank of associate professor as well as at least ten (10) years of college teaching is required for advancement to this rank.

Exceptions to the Norms for Advancement in Rank

Exceptions to the above requirements are rarely granted and are considered by the Committee on Rank and Tenure only on the recommendation of the dean of the college and on approval by the VPAA when there is clear evidence of exceptional qualifications.

Procedures for Promotion in Rank

Appointments and promotions are made by the President or his designee. Recommendations for promotion are due in the Office of the Vice President no later than the date indicated yearly by the Senior Vice President, Academic Affairs. Once a year, well in advance of March 15, upon recommendation by the chairs or by request of the faculty members, the University Committee on Rank and Tenure reviews recommended faculty who are eligible, by reason of time served, for promotion to a higher rank. Members of the Rank and Tenure Committee are not eligible for promotion while serving on the Committee.

Ordinarily the department head (CAS)/division chair (COP) will initiate recommendations for promotion by submitting these (on the annual faculty evaluation forms) to the Senior Vice President, Academic Affairs, who will present them to the Committee on Rank and Tenure. In addition, a faculty member may initiate a request to be considered for promotion through the dean of the college. In either case, it is the responsibility of the faculty member to provide to the committee all appropriate documentation concerning Service, Teaching, and Scholarship after petitioning for review and prior to the review itself.

Information and recommendations on faculty members to be considered will be discussed and deliberated upon according to procedures established by the Committee.

Those who are recommended for promotion and approved by the President are so informed in writing by the Senior Vice President, Academic Affairs.

Faculty members who are not recommended for promotion by the Committee may request, through the Senior Vice President for Academic Affairs, a review of their cases. All appropriate documentation concerning Teaching and Scholarship should have been submitted to the Committee before the first decision was made.

The Senior Vice President for Academic Affairs serves as the Chair of the Academic Rank and Tenure Committee and exercises the Chair's right to vote in case of a tie.

Non-Tenure Track – College of Arts & Sciences

(Adopted 11/00)

Faculty holding full-time nontenurable positions in the College of Arts and Sciences shall be members of the General Faculty, classified as Teaching Faculty, as described in Section III of the Faculty Handbook. When appropriate, such faculty may apply for and be appointed to the Graduate Faculty.

Members of the non-tenure-track faculty are appointed on a full-time, contractual basis at a rank consistent with the University Promotion Policy.

At the time of employment a contract issued to a non-tenure track faculty member shall explicitly state the term of employment and that the position is not tenurable. The duties and expectations of such faculty members, especially those that may differ significantly from the duties of regular tenured and tenure-track faculty members, shall be explicitly stated in the contract.

General Guidelines

At no time shall the number of non-tenure track positions in the College of Arts and Sciences exceed 15% of full-time positions for the entire college. It shall be the responsibility of the Office of the Vice President for Academic Affairs to ensure that this limit is not exceeded. Ordinarily, the number of non-tenurable positions in any particular department or division shall not exceed 25% of full-time positions unless requested by the department and approved by the Dean of Arts and Sciences and the Senior Vice President, Academic Affairs.

General Expectations and Duties

1. Non-tenure-track teaching positions

The primary focus of such faculty members should be in teaching, with achievement in scholarship, University service, and community service expected. Pedagogical research is especially encouraged. Departments are encouraged to follow this model when desiring to hire established professionals who may not have the academic credentials necessary for tenure. In some cases, such a position may include release time for carrying out specific duties within a department. Such duties shall be determined by the department and will be included in the faculty member's contract. The teaching load for such faculty, however, shall not fall below 6 hours.

2. Non-tenure-track professors of practice

The Professor of Practice Model refers to those faculty members who have assignments that focus on supervision of students in a practicum setting or that augment the curriculum where professional experience or expertise is essential. The key factors governing the position would be (1) involvement with students in professional preparation, (2) innovation in laboratory experiences and practices, and (3) professional experience.

Procedures

Procedure for Recruitment and Hiring of Non-tenure Track Faculty in Arts & Sciences

The division chair, in consultation with the department head, and the Dean of Arts and Sciences must obtain advance approval from the Senior Vice President for Academic Affairs for filling academic positions. The decision to classify positions as non-tenure track shall be made by a department, in consultation with the division chair and the Dean of the College of Arts and Sciences, and must be approved by the Senior Vice President for Academic Affairs.

In the event that a tenure-track position becomes open and a department wishes to convert the position to non-tenure track, such decision must be made in consultation with the division chair and the Dean of the College of Arts and Sciences, and the division chair, in consultation with the department head, must obtain approval from the Senior Vice President for Academic Affairs. (A similar procedure must be followed in the event that a department wishes to convert an open non-tenure track position to tenure-track.) In granting such a request it shall be the responsibility of the Senior Vice President for Academic Affairs to ensure that the limits described in the General Guidelines above shall not be exceeded.

In the event that a tenure track position becomes open in a department and such department determines that an adequate and appropriate search cannot be conducted for filling the position, the division chair, in consultation with the department head, may request to the Senior Vice President for Academic Affairs that the position be advertised and filled on a temporary basis. The Office of the Senior Vice President for Academic Affairs shall determine whether to grant the request. Such a request should not be granted if it will cause the limit described in the General Guidelines above to be exceeded. Additionally, upon

approval by the Senior Vice President for Academic Affairs, the division chair, in consultation with the department head and the Dean of the College of Arts and Sciences, shall determine a timeline for filling the position as a tenure track position.

A faculty member currently employed by the University who wishes to change status either from tenure-track to non-tenure track or vice-versa may do so only in the event that such an open position exists. The faculty member must apply for the position and a proper search and hiring procedure, as described below and in Section III of the Faculty Handbook, must be followed.

The procedure for filling a non-tenure track position is described in Section III of this document.

Non-tenure-track faculty members are initially given a one year academic contract, renewable for three further one-year contracts based on the evaluation and recommendation process described below. The non-tenure track faculty member is thereafter eligible for a three-year contract based on the evaluation and recommendation process for non-tenure track faculty. During the last year of the three-year contract, non-tenure track faculty are eligible for three-year rolling contracts. The three year rolling contracts are automatically renewed every year based on satisfactory performance of non-tenure-track faculty, to be determined by the Senior Vice President for Academic Affairs in conjunction with the division chair.

Renewal Schedule for non-Tenure Track Teaching Appointments

Renewal time schedules for non-tenure track faculty shall be the same as those for teaching faculty described in Section III of the *Faculty Handbook*.

Termination of Faculty Appointments

Appointments of non-tenure track faculty may be terminated before expiration for the reasons described in Section III of the Faculty Handbook, “Termination of Faculty Appointments”.

Evaluation

Non-tenure track faculty will be evaluated by their department heads once a year in full accordance with the process for tenured and tenure-track teaching faculty. Additional reviews will be conducted by a departmental review committee as described below. This evaluation will serve as the basis for a recommendation of reappointment or non-reappointment to the VPAA.

Criteria for Evaluation

Criteria to be used in evaluation of non-tenure track faculty may include, but not be limited to, the following:

A. Teaching

1. Generally outstanding evaluations by students, peers, and department head.
2. Development of teaching materials specific to the course.
3. Develops innovative and creative teaching approaches.
4. Models and stresses the practices of good communication within the field.
5. Availability to students.
6. The development and refinement of teaching methods suited to the discipline.
7. Academic advising.

B. Non-teaching Duties

Some non-tenure track positions may require duties other than teaching (e.g., laboratory coordination, program coordination, facility maintenance). Individuals will be evaluated on specific duties as indicated in the description of the position.

C. Scholarship

1. Papers submitted and/or accepted for publication in scholarly journals.
2. Active membership in professional organizations.
3. Attendance at professional meetings.
4. Performances and exhibitions.
5. Presentations at professional meetings.

D. Service to the University and Department

1. Departmental committee service
2. University committee service
3. Grant writing
4. Other departmental service
5. Participation in University/College-wide activities

E. Service to the Community

1. Participation in community programs
2. Supervision of students active in community activities
3. Talks or presentations offered to schools, groups, etc.

F. Collegiality

As a community of teachers and scholars, faculty members are expected to interact in an atmosphere of mutual respect, with integrity, honesty, and regard for academic freedom. They should work with each other responsively in the day-to-day activities that further the mission of Xavier and the success of students, colleagues, and the University as a whole. This will be assessed in department head evaluations and by the departmental committee.

Weight of Criteria for Evaluation

The relative weight of each of the criteria (a-f) shall be determined with the creation of each non-tenure track position depending on the needs of the department. Teaching is the most important criterion in the evaluation of non-tenure track faculty. For all positions, including those positions involving significant nonteaching duties, such as laboratory coordination, the weight given to teaching in the evaluative process shall not be less than 50%. The relative weights of the criteria will be stated in each contract.

Evaluation Process

A departmental review committee consisting of three faculty members, one of whom shall be a non-tenure track faculty member in a rolling appointment, will evaluate the non-tenure track faculty member according to the schedule described below. If the department lacks a suitable non-tenure track faculty committee member, the committee will be comprised wholly of tenured faculty. Should a department have fewer than three tenured faculty, the department may elect tenure-track faculty or the dean may appoint a tenured faculty member from another department. Committee members shall be elected by the faculty within the department and shall serve three-year terms, staggered so that one committee member is replaced each year. Faculty may not serve consecutive terms.

Non-tenure track faculty members shall undergo a comprehensive review during the fifth semester of teaching at Xavier. The departmental committee will make a recommendation regarding contract renewal to the department head. The head will review the committee's evaluation and then conduct a department head's evaluation of the non-tenure track faculty member. Both recommendations will be forwarded to the division chair and the Dean of the College of Arts and Sciences and to the Office of Academic Affairs for reappointment or non-reappointment.

A second comprehensive review shall take place during the seventh semester of teaching at Xavier. The procedure for review and recommendation shall be the same as that during the initial comprehensive review.

A final comprehensive review shall take place during the thirteenth semester of teaching at Xavier. Reviews shall be conducted independently by the department committee, the department head, and the division chair, with reports and recommendations being sent to the Dean of the College of Arts and Sciences and the Office of Academic Affairs for final decision regarding the awarding of a rolling contract.

A faculty member who is denied contract renewal may appeal the decision, in writing, to the President of the University. Such an appeal must be received in the Office of the President no later than fifteen days following notification of non-renewal. The President shall review the case, consult with the departmental committee, department head, division chair, and Dean of the College of Arts and Sciences, and render a final decision.

Subsequent decisions regarding contract renewal shall be made by the Office of Academic Affairs, in conjunction with yearly evaluations by the department head.

In the case that a faculty member on a rolling contract is denied contract renewal, such faculty member may appeal the decision by requesting a hearing with the departmental review committee. Such a request must be received, in writing, by the Office of Academic Affairs no later than fifteen days following notification of non-renewal. The departmental committee will conduct a hearing and provide a report to the Office of Academic Affairs who will either uphold or repeal the initial decision.

Throughout all review processes copies of each review shall be provided to the faculty member.

Non-Tenure Track Faculty Rights and Privileges

In general, non-tenure track faculty shall be afforded the same rights and privileges of tenure track teaching faculty, including benefits, protections of academic freedom, sabbatical opportunities, and voting rights.

Non-tenure track faculty are eligible to serve on departmental and university committees for which tenure is not a requirement. Ordinarily, non-tenure track faculty would not serve in academic administrative positions such as department head, Dean or Associate Dean of the College of Arts and Sciences.

Non-Tenure Track – College of Pharmacy

(Revised 7/02)

The following guidelines inform appointment and promotion in the clinical non-tenure track in the College of Pharmacy at Xavier University of Louisiana. Clinical non-tenure track appointments provide the opportunity for the career advancement for faculty members who focus on excellence in professional instruction and who serve as outstanding role models to students. These faculty members engage in activities that are essential to the mission of the College of Pharmacy.

Ordinarily all clinical faculty are appointed to the non-tenure track in the Division of Clinical & Administrative Sciences (DCAS) in the College of Pharmacy. On the recommendation of the Dean of the College, clinical faculty may petition the Office of Academic Affairs (VPAA) for appointment to a tenure track position at the time of initial appointment. A tenure track appointment will be granted only with the recommendation of the Dean of the College and the approval of the VPAA.

General Principles

Non-tenured clinical faculty:

1. possess the appropriate educational background and practice expertise to engage in these responsibilities;
2. hold current licensure as a registered pharmacist in the State of Louisiana;
3. engage in activities that consist mainly of professional teaching, including supervision of students in the experiential program and didactic teaching in degree granting programs;
4. participate in activities to enhance professional growth, to include scholarly activities and other forms of professional development;
5. are considered members of the University Academic Assembly with full rights and privileges; and
6. receive a salary commensurate with rank and experience that is equivalent to tenure-track faculty salaries with the same fringe benefits as tenure track faculty.

Clinical Faculty Appointment

1. The designation of “Clinical” is used to identify faculty holding non-tenure track appointments (e.g. non-tenure track = Clinical Assistant Professor; tenure-track = Assistant Professor).
2. The initial period and subsequent periods of appointments are:
 - a. Clinical Assistant Professor – 1 year
 - b. Clinical Associate Professor – 3 years
 - c. Clinical Professor – 5 years
3. Notice for non-renewal of appointment will be 6 months for Clinical Assistant Professor and 12 months for Clinical Associate Professor and Clinical Professor.

Transfer Between Appointments

Non-tenure track clinical faculty may petition to the chair of the DCAS to switch to the tenure track within the first 3 years of appointment. If the chair approves, he/she may then petition the dean. Upon the dean’s approval, the recommendation will be forwarded to the Office of Academic Affairs for final approval.

Qualifications for Rank

(Revised 2/02)

Clinical Assistant Professor

1. Possession of a Doctor of Pharmacy degree and at least one of the following:

- a. successful completion of an accredited post-Pharm.D. pharmacy practice residency or specialty residency in a clinical setting of at least 12 months in duration.
 - b. successful completion of a post-Pharm.D. fellowship of at least 12 months in duration.
 - c. Relevant knowledge or skills gained over a period of at least three (3) years in an appropriate healthcare setting.
2. Commitment to the University, its goals and objectives.

Clinical Associate Professor

1. Six years of college teaching (experiential and didactic) at the rank of Assistant Professor or Clinical Assistant Professor on the University level.
2. Demonstrated excellence in teaching in both the experiential and didactic arenas.
3. Demonstrated excellence in the provision of pharmaceutical care.
4. Evidence of scholarly activity.
5. Demonstrated collegiality.

Clinical Professor

1. A minimum of five years of successful service at the rank of Associate Professor or Clinical Associate Professor on the University level.
2. Continued evidence of outstanding teaching in both the experiential and didactic arenas.
3. Evidence of increasing excellence in the provision of pharmaceutical care.
4. Evidence of continuing achievement of scholarly activity.
5. Demonstrated collegiality.

Exceptions to the Norms for Appointments/Advancements in Rank

Exceptions to the above are considered only with the recommendation of the Dean of the College and on approval by the VPAA when there is clear evidence of exceptional qualifications.

Promotion in Non-Tenure Track

Candidates eligible for promotion will be reviewed by the Committee on Promotion*, which shall consist (initially) of two senior clinical faculty members (elected by the clinical faculty) with a minimum of seven years teaching experience and one additional member selected from the Pharmacy Rank & Tenure Subcommittee. The committee's recommendation with accompanying rationale will be forwarded in writing to the University Rank and Tenure Committee for final approval.

To be considered for promotion, a faculty member should have demonstrated excellence in teaching (both experiential and didactic), pharmacy practice, scholarly activity, and service to both the university and the community. Length of service in a particular rank is one of the criteria for promotion, but alone does not ensure it. There is no limit to the number of years that a faculty member may serve in a given rank.

The DCAS Chair prepares annual evaluations of faculty progress, which are forwarded to the Office of Academic Affairs, and the Dean of the College. Prior to the evaluation, the chair should work with the faculty member to establish individual professional goals. During the evaluation period, the chair should review these professional goals with individual clinical faculty members and provide guidance for enhancing progress toward promotion. If the faculty member is eligible for promotion and his/her performance warrants that recommendation, the chair's evaluation form is the appropriate mechanism to so indicate. Documentation of excellence and significant achievement in the areas of professional practice, teaching, scholarly activities, service to the University and service to the community is the responsibility of both the clinical faculty member and the DCAS chair. Significant achievement in the areas of professional practice and teaching will be given high priority.

Criteria for Evaluation

A. Professional Practice – a Clinical Faculty member should demonstrate excellence in the provision of pharmaceutical care.

1. Develop and maintain a pharmaceutical care practice
2. Provide consultative service in an organized health care setting.
3. Provide education to health care professionals.
4. Perform committee and administrative activities as appropriate for the individual practice site.
5. Engage in scholarly activity (e.g. drug utilization evaluations, quality assurance interventions, publications) within his/her area of expertise. These activities do not necessarily require external funding (i.e. grants) to complete.

* Until the Committee on Promotion is formed, recommendations for promotions will be handled by the University Rank & Tenure Committee

B. Teaching

1. Experiential instruction – Clinical faculty should maintain a practice environment that allows students to refine the skills necessary to be a successful pharmacy practitioner. The clinical faculty member should serve as a mentor and role model for students in a pharmaceutical care environment.
2. Didactic instruction – Clinical faculty will participate in didactic courses as assigned by the Chair of Division of Clinical and Administrative Sciences. Faculty are responsible for assuring that teaching materials are up to date and include current information for the assigned topics. The faculty is further encouraged to utilize innovative teaching methods when appropriate.

C. Scholarly Activities

1. Publications – There are several types of publications in the pharmacy practice arena that will be considered. Examples include, but are not limited to, abstracts, case reports, responses to therapeutic or practice questions, review articles, and/or research articles.
2. Presentations at Professional Meetings and Seminars – Some examples include, but are not limited to, posters, oral presentations, roundtable discussions, and/or national speakers bureau.
3. Participation on panels – Examples include participation on advisory boards and expert panels for pharmacy organizations, pharmaceutical companies, etc.
4. Professional Organizations – Membership and participation in medical societies pertinent to the clinical faculty's area of expertise is encouraged. Additionally, clinical faculty should regularly attend professional meetings and conferences in order to maintain a high level of competence in his/her field of expertise.
5. Grant Writing - Faculty who choose to generate and submit research grants will be given credit under scholarly activities.

D. Service to the University

1. Committee Service – Active participation on service committees or task forces will be encouraged. Due to the off-campus nature of the work of clinical faculty, participation is more likely to be within the College of Pharmacy.
2. Grant Writing – Clinical faculty are encouraged to participate in individual grant writing or “writing teams” for developmental or service contracts for the college.
3. Assistance to other Faculty and Departments – Clinical faculty may serve as liaisons to the University Health Service, Counseling Center, Office of Student Services, various University and/or student committees and/or departments as appropriate with respect to his/her professional expertise (e.g. HIV/AIDS prevention, cardiology, etc.)

E. Service to the Community

Participation in Community Programs – Examples may include, but are not limited to, participation in health fairs, medication teaching programs, disease prevention programs, and chronic disease programs at schools, churches, senior centers, clubs, local businesses, etc.

F. Collegiality

As a community of teachers and scholars, faculty members are expected to interact in an atmosphere of mutual respect, with integrity, honesty, and regard to academic freedom. They should work with each other responsively in the day-to-day activities that further the mission of the college and the University. This will be assessed in letters from the Dean, DCAS Chair, and faculty.

Procedures for Promotion in Rank

Once a year, on the recommendation of the DCAS Chair or by faculty member request, the Committee on Promotion reviews recommended members of the faculty who are eligible by reason of time served, for promotion to a higher rank. Ordinarily, the DCAS Chair will initiate recommendations for promotion on the faculty member's annual evaluation in the fall. Those faculty recommended by the chair will be forwarded to the Committee on Promotion.

In the case of a faculty member's individual request for promotion, the faculty member will forward a letter of request for promotion to the chair of the Committee on Promotion. In either case, it is the responsibility of the faculty member to provide to the committee all appropriate documentation prior to the review.

In anticipation of a recommendation for promotion, the Clinical faculty member should:

1. Review his/her personnel file in the VPAA Office for completeness (file should contain copies of yearly Faculty Update Sheets describing all clinical activities, all scholarly activity, service commitments, as well as documentation of same).
2. Forward three letters of recommendation to the Committee on Promotion. Two letters from persons not employed by Xavier University, at least one of these letters should be from a recognized authority* at the candidate's clinical practice site (a non-Xavier University employee), and one letter from a senior-level faculty member not on the Committee on Promotion.

Information and recommendations on faculty members to be considered will be discussed and deliberated upon according to procedures established by the Committee on Promotion. Review of materials must include the faculty file and the three letters of recommendation for

* A recognized authority is a person within the candidate's field of expertise who is familiar with the candidate's clinical performance.

promotion, as well as the Dean's recommendation with regard to promotion. Faculty members who are recommended for promotion and approved by the University Rank and Tenure Committee will be informed in writing by the Office of Academic Affairs. Faculty members *not* recommended for promotion may appeal the decision through the Dean of the College of Pharmacy. All appropriate documentation should have been submitted to the Committee for its examination before the first decision is made.

Library Faculty

The Library faculty have all the rights and privileges of faculty except the following:

1. they do not acquire academic tenure;
2. norms for advancement are appropriately modified; and
3. there are special conditions of employment stated in their contracts or in other directives.

Appointments to the library faculty are made by the President of the University or his designee. Recommendations for appointment are initiated by the University Librarian in consultation with the Office of the Senior Vice President, Academic Affairs.

Recommendations for promotion are similar to procedures designed for promoting Teaching Faculty. The University Librarian will initiate recommendations for promotion by submitting these to the Office of Academic Affairs and the University Rank and Tenure Committee. Library faculty who are recommended for promotion and approved by the President will be so informed in writing.

Members of the library faculty shall have these ranks in ascending order: Affiliate Librarian, Assistant Librarian, Associate Librarian, and Librarian.

There is no limit on the number of years that a library faculty member may serve in a given rank.

Qualifications for Rank

(In ascending order):

Affiliate Librarian

1. Possession of adequate training and preparation as evidenced by a Master's degree from an ALA-accredited library school, a Master's degree in related fields such as Learning Resources or Information Technology; or an appropriate Master's degree and certification from the Academy of Certified Archivists;
2. Evidence of the potential for successful overall performance and for development as an academic librarian; and

3. Ability to perform the duties of the position and commitment to the mission of the library as stated in the Xavier University Guide to Library Operations.

Assistant Librarian

1. Successful fulfillment of the requirements for Affiliate Librarian for one or two years or equivalent and successful experience at another library; and
2. Excellent performance of duties as evidenced by the criteria for evaluation and promising beginning of professional development and service according to evaluative criteria.

Associate Librarian

1. At least five years of satisfactory service at the rank of Assistant Librarian or equivalent and successful experience at another library; and
2. Evidence of increasing achievement in:
 - a. Teaching and Library-Related Activities
 - b. Scholarship and Artistic Endeavor
 - c. Professional, Community, and Growth Activities
 - d. Non-teaching Activities Supportive of Library and University Programs.
3. A record of successful teaching or publication in library science and other academic or scholarly fields in lieu of other experience. The library faculty member must petition the Sub-Committee for Library Faculty Rank to make the substitution. This Committee has the authority to determine both the relevance of the experience and the number of years to accept. Exceptional circumstances to reduce the requirements must be considered by the Sub-Committee for Library Faculty Rank with the endorsement of the Office of Academic Affairs.

Librarian

1. Successful service at the rank of Associate Librarian for not less than five (5) years as well as ten (10) years of academic librarianship or equivalent and successful service in another library; and
2. Evidence of outstanding and increasing achievement in 2 and 3 above.

Criteria for Evaluation

The following statements should be regarded as the official statements of criteria for professional librarians.

A. Teaching and Library-Related Activities

1. Library faculty members are employed primarily on the basis of effective librarianship. They will be evaluated according to the demonstration of their:
 - Competency to perform the responsibilities of individual job descriptions;
 - Command of subject matter;
 - Knowledge of resources and tools used in performance of responsibilities;
 - Grasp of general and specific objectives;
 - Competency to work with colleagues in a positive manner to accomplish the goals and objectives of the library programs;
 - Competency to improve students' awareness of the relationship of one subject to other fields of knowledge;
 - Competency to organize and supervise an area of service for the accomplishment of program objectives;
 - Competency in preparation of appropriate bibliographic tools and aids to assist faculty and students in the use of library resources;
 - Competency to interpret library resources to students and other library patrons through reference services or through preparation of catalogs, guides, or bibliographies;
 - Knowledge of appropriate library policies and procedures and ability to interpret them accurately and in a positive manner;
 - Competency to coordinate the functions of the assigned work area with other areas of the library;
 - Competency to encourage students to develop library skills for independent use of library resources through reference service or the development of library guides and other library user aids.
2. Library-related activity refers to such supportive activity as preparation for job assignments, ensuring communication with other faculty and staff, and maintaining currency in one's field of expertise.
3. Teaching in a field of specific expertise.

B. Scholarship and Artistic Endeavor

Scholarship and Artistic Endeavor shall be interpreted to include, but shall not be limited to, development of indices and bibliographic tools, scholarly and creative endeavors, involvements in basic and applied research, exhibitions, writing and publication, and presentations to professional and learned societies.

C. Professional, Community and Growth Activities

Professional, Community and Growth Activities shall be interpreted to include continued educational development in related professional areas through advanced study and participation in short courses, seminars, workshops, internships, and special conferences and the like, together with involvement and participation in professional associations and professional contributions to committees, task forces, commissions, and other service to the general community.

D. Non-teaching Activities Supportive of Library and University Programs

Non-teaching support activities are those designed to support the basic instructional mission of the University, such as contributions to committees, innovations in the library program, the development and enhancement of resources and services, support of ongoing departmental programs (e.g. public relations, library orientation, and student recruitment), and the development of research and resource grants.

Termination of Faculty Appointments

Faculty appointments terminate normally at the expiration of the specified time stated in the appointment in the case of term appointments, and at retirement or a shift to part time employment in the case of permanent (tenure) appointments.

Termination of Appointments Before Expiration Date

Appointments, both term and permanent (tenure), may be terminated before expiration for the following reasons:

1. By the faculty members, by resignation given in writing according to the dates prescribed under the Section, Faculty Notice for Resignations.
2. For cause defined as any breach or violation by a faculty member of his or her contractual obligations to the University.

Causes for dismissal include professional incompetence or continued neglect of academic duties or responsibilities, physical and mental incapacity, flagrant defiance of or serious disregard and disrespect for the ideals and character of the University or causing notorious and public scandal. (In the case of a priest or religious, a grave public violation of the major obligations of the priesthood or of religious life constitute cause.)

The University may institute termination procedures for the causes listed above, and in so doing it will view as adequate reasons to act, any conduct or activity which reasonable persons would consider, when judged in the light of the aims of the University, and contemporary standards and mores, decency, social or academic conduct, morality or other similar guidelines, as rendering a faculty member unfit to teach in an institution of higher education, especially an institution with a religious affiliation.

It shall be adequate cause, after a hearing of the matter, for dismissal of a faculty member if he or she is convicted of a felony or any other crime involving a moral turpitude. The University may, at its option, suspend a faculty member who has been accused by indictment or similar legal process of a felony or any other crime involving moral turpitude, pending the faculty member's trial on such charges.

3. By mutual agreement in cases not covered in 1 and 2.
4. By financial exigency demonstrably bona fide.

A continuous (permanent or tenure) appointment is subject to termination only:

1. under the conditions outlined in the Faculty Handbook which is current at the time appointment or reappointment is made, conditions which are outlined in the section entitled "Termination of Faculty Appointments," and/or
2. under any additional or changed condition relating to termination of tenured teaching and research faculty appointments as such conditions may be outlined in subsequent years in any revised Faculty Handbook.

Procedures for Termination of Faculty Appointments

Process for Terminations

If it is necessary to question the fitness of a faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers will ordinarily discuss the matter with him/her in a personal conference. The matter may be resolved by mutual consent; but, if an adjustment does not result, the faculty member may request a hearing or the President may order the commencement of said proceedings. The faculty member will be informed of the charges in writing.

The University Academic Council will elect a committee of three (3) tenured faculty members from the ranks of associate professor and above to conduct a formal hearing. The members of this Hearing Committee should be both objective and professionally competent in relation to the case.

The formal proceedings begin with a letter to the faculty member from the President, informing the faculty member that a hearing will be held to determine if he/she should be removed from the faculty position on the grounds stated in the letter. The date of the hearing will be such that it will allow the faculty member sufficient time to prepare a defense. If the

faculty member desires the hearing, he/she must respond in writing to the charges at least one week prior to the date set for the hearing.

Suspension of the faculty member during these proceedings is justified only if the President of the University judges that serious, immediate harm to the faculty member or others is a threat. Unless legal consideration forbid, and providing reasons for dismissal do not involve moral turpitude, any suspension should be with pay.

Prior to the beginning of the hearing, the committee will consider the grounds for dismissal as stated in the President's letter to the faculty member and the faculty member's written response to the charges.

The committee, in consultation with the President and the faculty member, will determine whether the hearing should be public or private. If any facts are in dispute, the committee will consider the testimony of witnesses and other evidence.

The President (or his designee) has the option of attendance during the hearing. The President may also designate a representative to assist in developing the case. However, the committee has the responsibility of conducting the hearings.

The faculty member has the option of assistance by counsel (whose role is similar to that of the President's representative). The faculty member or his counsel, as well as the President's representative, has the right, within reasonable limits, to question all witnesses. Should the committee feel it imperative to remove this right, or if the witness cannot appear, the identity of the witness, as well as his/her statements, will be disclosed to the faculty member. When necessary, statements may be taken outside the hearing, and reported in writing to the committee and to the faculty member. All of the evidence will be duly recorded in minutes of the proceedings, but formal rules of court procedure need not be followed.

No public statements about the case will be made by the faculty member, his counsel, the administration of the University, or the committee until proceedings have been completed. Any announcements of the final decision should include a statement of the hearing committee's original action.

Extraordinary Suspension from Faculty Status

Only when the President of the University judges that serious, immediate harm would come to the faculty member him/herself, to the students, or to the University through the continued professional or teaching activity of a faculty member may the faculty member, whether tenured or not, be immediately suspended from his faculty position. Notice of such suspension, together with the specific statement of the causes therefore, and of the faculty member's right to appeal, as provided in the section above, shall be given in writing. In the event of such suspension, the procedures established in the preceding section shall be followed as expeditiously as possible, and the compensation of the faculty member shall be continued while such procedures are being carried out.

Academic Freedom

At a meeting of the Academic Assembly held on October 14, 1975, the faculty of Xavier University of Louisiana adopted the AAUP 1940 Statement on Academic Freedom with the addition of the Addendum.

AAUP 1940 Statement on Academic Freedom

- A. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- B. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.
- C. College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

Addendum

The Roman Catholic character of Xavier University imposes a special responsibility on the professor engaged in teaching or research at the Institution; although an individual professor may agree or disagree with the principles and moral teaching of the Catholic faith, he/she must treat them with appropriate respect and dignity.

Faculty Compensation

At its winter meeting, the Board of Trustees determines the amount of funds set aside for salary increases for the following academic year based on the projected budget. If funds permit increases of more than three percent, a mechanism for merit raises is employed.

Process

1. In conjunction with the department head's (CAS)/division chair's (COP) evaluations of faculty, the department head (CAS)/division chair (COP), in consultation with the division chair (CAS) submits recommendations to the Dean of the College for salary increases and merit raises. These recommendations are then submitted to the Senior VPAA.. Documentation must be provided for any recommendation that is less than

- the established average (usually three percent) and must specify areas in which the performance was less than average. Written documentation must be provided for the specific activities in which outstanding performance deserving of merit has been achieved.
2. Individual faculty who can document meritorious performance during the previous academic year may submit their documentation directly to the VPAA Office if they think they will not receive a merit ranking from the chair.
 3. Once the established across-the-board raise has been applied, and any adjustments necessary for parity, the remaining funds are divided to provide for promotions, any additional faculty positions, and merit increases.

Criteria

The criteria for merit raises are the same as those employed for annual faculty evaluations: teaching, scholarship and service. Service to the university is based on the department head's (CAS)/division chair's (COP) recommendation. Outstanding service to the community may require external verification of activities.

Teaching

Examples of outstanding efforts in teaching include development of new courses, efforts to improve the content of existing courses, efforts to infuse technology into teaching, designing of innovative assessment tools for courses, sharing of teaching strategies with other professors, participation in CAT activities, particularly serving as a resource person for CAT activities.

Scholarship

Examples of outstanding efforts in scholarship include authorship of books that enhance your discipline, publications in refereed scholarly journals, invited presentations at national conferences, invitations to participate on review boards by discipline-based journals/organization, and holding office in state and national professional organizations.

Service to the University

Examples of outstanding service to the department/university include active membership in committees with a demonstrated high workload, mentoring junior faculty, exemplary advising, leadership in grant writing, chairing departmental/university committees, and exemplary service to student organizations.

Faculty Development at Xavier University

Xavier University is committed to a faculty development program to meet the changing needs of all faculty. Opportunities for faculty development include:

- A sabbatical program;
- Travel funding;
- Distinguished Scholar Awards;
- Norman C. Francis Faculty Excellence Awards;
- Professional Development Release Time – College of Arts and Sciences;
- Faculty Colloquia & brown bag lunches;
- NYU Faculty Resource Network initiatives;
- Student evaluation of teaching;
- Center for the Advancement of Teaching initiatives;
- Center for Undergraduate Research initiatives; and
- Center for Intercultural and International Programs.

Program Components

New Faculty Orientation and Mentor Program

The Orientation Program, designed to acclimate faculty to the University community, has three primary components: (1) a two-day orientation seminar held in late summer; (2) a series of fall CAT workshops on topics helpful to new faculty; (3) a Mentor Program through which experienced faculty work with new faculty during their first year at the university, offering them opportunities to discuss professional and personal concerns.

Professional Development Release Time – College of Arts and Sciences (modified spring 2008)

The College of Arts & Sciences provides **Professional Development release time** for academic units' creative or scholarly projects. Release time for creative or scholarly projects is available to academic units in two categories: to first semester faculty and to all other faculty. In either case, the faculty member with release time cannot have an overload and a class that would otherwise be offered cannot be cancelled due to this professional development release time.

Professional Development Release Time for First Semester Faculty

First-year faculty (on tenure track) with no prior teaching experience will receive three hours of release time during their first semester of employment. This release time is only available during the first semester of teaching.

The first-year faculty member must participate in the Center for the Advancement of Teaching's workshops and join an available Course Portfolio Working Group.

Professional Development Release Time for All Other Faculty

Each academic year each College of Arts and Sciences' Department/Division will receive release time hours equivalent to the total number of full time (tenure track and non-tenure track) faculty in their department/division, not including temporary faculty. These release time hours cannot be saved or transferred from one academic year to the next.

The steps for utilizing this release time for non-first semester faculty are:

1. Each department/division arrives at consensus with regard to a departmental process that will be used to determine the recipient(s). The process is reviewed for possible change at least once every three years.
2. The department head notifies the division chair and the CAS dean with the name(s) and a brief outline of each recipient's project. This notification is due when the next semester's course listings are submitted to the CAS dean.
3. The division chair indicates awarded release time (as "PDRT") on the recipient's Faculty Teaching Load Form.
4. The department head evaluates the creative or scholarly project outcome as part of the recipient's department head evaluation.

Travel to Professional Conferences

Support for travel to professional conferences is available through the college deans. Faculty should submit a travel request form, along with a memo explaining the purpose, to the division chair who, provided he/she approves the request, will forward the document to the appropriate deans for final approval. Depending on the budget and type of requests, a maximum per travel request is determined on an annual basis. Travel expenses are calculated according to the guidelines set by the Fiscal Office. A written report on funded travel and an Expense Report with attached receipts must be submitted to the division chair within one week after the travel is conducted.

Center for the Advancement of Teaching

The Center for the Advancement of Teaching is the focal point for faculty development opportunities at Xavier. Since its inception in 1994, the Center has sought to focus the

University's efforts aimed at advancing the art of teaching, particularly through effective and innovative uses of technology.

Its efforts, however, are not limited to supporting faculty use of technology. Recently, the Center has supported a broad range of initiatives aimed at improving teaching and student learning, supporting faculty and student research, and exploring issues in higher education in general and Xavier in particular. Examples of the latter include faculty discussions on plagiarism and the place of a liberal arts education.

Center for Undergraduate Research

The overall mission of the Center for Undergraduate Research (CUR) is to increase the number of students involved in research (creative scholarship/activity) across Xavier's campus. It does so by: providing student and faculty development workshops, sponsoring internal funding opportunities, hosting the annual Festival of Scholars, and being home to XULaneXUS, the electronic student research journal. Specifically, the Center helps faculty members develop grants that involve undergraduate research/scholarly opportunities, provide faculty members training on how to effectively mentor undergraduates as they complete a scholarly project, and explore ways in which teaching and research can be integrated on XU's campus. The CUR also works with existing XU offices and personnel to promote undergraduate research/scholarly activities.

Center for Intercultural and International Programs

The Center for Intercultural and International Programs (CIIP) has been established to promote global awareness on campus; expand study abroad opportunities for students across the curriculum; provide leadership in globalizing the curriculum; support faculty development in the intercultural and international arena; and provide assistance to international students. The CIIP offers over 20 affiliated programs of International Study through partnerships with other leading institutions. Programs include opportunities for students and faculty and a variety of international experiences.

Faculty Colloquia

The Office of Academic Affairs hosts a Faculty Colloquium each semester where faculty members share the results of their research. A committee of faculty chooses speakers and respondents. An open discussion and dinner follow the presentations. All faculty members are invited. Brown bag lunches are also offered periodically through the Across-Curriculum-Thinking (ACT) program.

Sabbatical Program

Tenured faculty apply by February 1 for sabbaticals for the following academic year. Funded faculty receive a one semester sabbatical at full salary or full academic year at one-half salary. Guidelines and applications are available in the Office of Academic Affairs or on the web. Decisions are made by a committee of faculty.

Faculty Resource Network

Xavier is a member of the Faculty Resource Network at New York University, which provides a series of seminars, workshops, and Scholar-in-Residencies for faculty from member institutions. Network Summer is one of the largest and most successful faculty development programs in the nation. Application materials are available in the Office of Academic Affairs in early January for the following summer.

Norman C. Francis Faculty Excellence Awards

Each year six faculty members are awarded the Norman C. Francis Faculty Excellence Award, the highest honor awarded to a faculty member. Two awards are presented for exemplary service in each of the following areas: teaching, scholarship and service, one of which is designated for a faculty member with seven or more years of service at Xavier, and the other is designated for faculty with less than seven years of service. The recipients are recognized at the spring commencement ceremony with a monetary award and an academic medallion.

Distinguished Scholar Awards

Xavier University has four endowed chairs and several endowed professorships. The endowed chairs are in science, humanities, computer science, and business entrepreneurship. Two of the professorships are reserved for faculty who work in the Center for the Advancement of Teaching; the others are awarded to distinguished faculty scholars on a rotating basis.

Sabbatical Leave Guidelines

1. Sabbatical leave applications should be submitted to the Office of Academic Affairs prior to February 1 of the year preceding the request for sabbatical leave. Application forms are to be submitted through the academic dean of the faculty's college and must be signed by the applicant's department head (CAS) and division chair. The College Dean must approve the request before submitting it to the Office of Academic Affairs. The VPAA will forward the applications to the Sabbatical Leave Committee (composed of tenured faculty) who will review all proposals and recommend faculty (2 per academic year) for sabbaticals. Notices of approval shall be sent to the sabbatical leave applicants as an addendum to their tenured contract.
2. An applicant for a sabbatical leave must hold a tenured contract. Faculty in their qualifying year are not eligible to apply. Eligibility for subsequent leaves following the first leave shall be on a six (6) year cycle of regular service.
3. Sabbatical leaves of absence shall not constitute a break in continuity of service required for eligibility in various university benefits (fringe benefits, honors, years of service awards, etc.). Therefore, paid leaves of absence shall count toward years of service to the University.

4. A sabbatical leave may be granted for faculty to engage in:
 - a. full/part-time study at an accredited college/university. The purpose of this study should be to enhance or improve teaching competence in his/her current area of responsibility and /or in an adjunct area important to the faculty member's functioning within the university;
 - b. academic/scientific research;
 - c. occupational/professional development experiences to renew or establish credentials in an area directly related or an area tangentially related to a faculty members functioning within the university;
 - d. travel and/or reading and reflection that improves the competence of the faculty member in his/her service to the university;
 - e. and, the preparation of creative/technical materials.
5. Significant changes in original sabbatical proposals must be filed in advance in writing to the Sabbatical Leave Committee and approved by the VPAA office.
6. Two sabbatical leaves are available to be granted on an annual cycle. Faculty have a choice of full salary for one semester or half-salary for two semesters.
7. A sabbatical leave may be rescinded by the faculty member no later than sixty (60) calendar days prior to the leave but not after a temporary replacement has been hired.
8. The total compensation for a faculty member on leave from the University shall not be greater than that amount of the contracted salary he/she would receive if not on sabbatical. All fringe benefits will continue to accrue for faculty members on sabbatical leave.
9. Upon returning to the University, the faculty member shall be permitted to return to his/her academic department with full rights and privileges. The only variance to this policy would be one that had been agreed to by the faculty member and the University prior to the approval of the sabbatical leave.

The purpose of a sabbatical leave is to support faculty who do not have external grants or contracts that provide salary support for scholarly activity. It is understood that faculty members may have funding for travel, research activities, supplies, and other support that is not salary. Therefore, the Sabbatical Leave Committee will give priority to applicants that do not have support for salary. Additionally, the committee will also give special consideration to faculty members with long tenure of service to the University.

Other leaves

The University encourages members of the faculty to seek grants from outside sources in support of study, research and professional improvements, and it will at any time consider an application for a leave of absence if required by the funding agency.

Application for leave is made to the Office of Academic Affairs for recommendation to the President for approval.

A faculty member receiving financial assistance for a leave is expected to return to his position and to serve the University a minimum of one year. Moreover, a report on the work done and progress made during the leave is to be submitted to the Office of Academic Affairs, if the leave is University-funded.

Policy and Guidelines for the Eminent Scholars Program

(5/31/2000 and updated 8/2009)

Xavier University's Eminent Scholars Program includes provisions for Endowed Professorships and Endowed Chairs which are awarded to faculty demonstrating exceptional scholarship and service to the institution. These positions are funded by the Louisiana Board of Regents' Louisiana Education Quality Support Fund (LEQSF), and through matching funds secured by the University from private donors for this specific purpose.

Creation

The Vice President for Institutional Advancement, in consultation with the Senior Vice President for Academic Affairs (SVPAA), is responsible for negotiating and formulating donor agreements to establish new Endowed Chairs and Professorships. Unlike Endowed Chairs, endowed professorships may not pertain to specific disciplines or departments unless directly stipulated by the donor. A final draft of the proposal to establish new Endowed Professorships and Chairs must be submitted to the Office of the Senior Vice President for Academic Affairs for approval.

Selection

Nominees for an Endowed Professorship will ordinarily hold the rank of associate or full professor or be eligible for that rank if selected from outside the university. The Office of the SVPAA identifies candidates for endowed professorships according to the individual's record of creative and scholarly accomplishments, and on the assessment of the candidate's potential. If the professorship is used to recruit an exceptional faculty candidate, standard university procedures for faculty hires must be followed.

The selection of an Endowed Chair is the result of a national search conducted by a committee consisting of at least one member who is not a Xavier employee. Nominees for an Endowed Chair should hold the rank of full professor, be eligible for that rank, or hold professional credentials that merit consideration for the Chair. However, instances where an individual with exceptional expertise and/or experience in the field is being considered, exceptions can be made to this full professorial requirement. The Endowed Chair search process adheres to institutional hiring practices with finalists required to meet with the President and the SVPAA. Endowed Chairs are selected according to the candidate's record

of creative, professional, and scholarly accomplishments, the individual's national or international reputation, and the assessment of the candidate's potential for continued leadership through future collaboration with university scholars and the private sector.

Appointment and Review

The initial appointment of an endowed professor is for two (2) years with the possibility for reappointment as determined by the Office of the SVPAA. The appointment and reappointment entail activities and accomplishments that are expected of the faculty member during the appointment term according to donor specifications and requirements of the position. Endowed professors are reviewed on a biennial basis and reappointment is contingent upon a favorable review. Faculty members appointed to Endowed Professorships are expected to maintain a high level of scholarly and creative pursuits.

The endowed professorship biennial review is conducted by a committee consisting of three faculty members appointed by the SVPAA, the Deans of the Colleges, and the Associate Vice President of Academic Affairs who chairs the committee. By October 1st of each year, endowed professors will submit a report indicating accomplishments relative to the endowed professorship over the previous year. The Committee will review the annual reports and provide a recommendation for renewal or nonrenewal to the President and SVPAA. If an endowed professorship is not renewed, then endowment funds will no longer be available to the faculty member previously holding the professorship.

Endowed chairs are initially appointed for one (1) year with the option for reappointment as determined by the Office of the SVPAA. The specific terms and expectations of the chair are communicated, in writing, by the SVPAA along with criteria for reappointment and review. Endowed chairs are reviewed annually with reappointment contingent upon a favorable review.

Endowed chairs are also expected to maintain a high level of scholarly and creative pursuits; provide leadership in collaboration with the university community and in the private sector to promote scholarship, teaching, mentoring, and all other activities that enhance the university's reputation. Endowed chairs should also seek to foster Louisiana's economic growth and identify solutions to the state's challenges in community development, health, business, and education.

The endowed chair annual review is conducted by a committee consisting of the SVPAA who chairs the committee, the chair of the division, the dean of the college in which the endowed chair resides, and a department head (CAS)/division chair (COP) from another department. By November 1st of each year, the endowed chair will submit a report to this committee indicating his/her accomplishments in each of the evaluative areas over the previous year. The Committee will review the report and provide a recommendation for renewal or nonrenewal to the President and SVPAA. If an endowed chair is not renewed, then he/she assumes the duties and responsibilities in the department/division as any other senior faculty member. In the event of non-renewal, endowment funds are no longer available to the faculty member vacating the endowed chair position.

Endowment Revenue

The Louisiana Boards of Regents' regulations require that endowment income be used only for salaries, salary supplements, or for expenses directly related to an endowed faculty member's scholarly endeavors. With approval from the Office of the SVPAA, the earnings may be distributed, in whole or in part, as a summer stipend when the endowed professor or chair has funding from external sources to support and enhance research and/or teaching. Normally, annual earnings from the endowment are used to support the research and teaching activities of endowed faculty positions.

At the beginning of each academic year, the Office of the SVPAA will communicate the available endowment funds to each endowed professor and chair.

Title

The title of endowed professor or endowed chair is honorary and not one of rank. The title may be used only for the duration of the appointment.

Faculty Benefits

Eligibility

All regular full-time and part-time faculty members who teach at least six (6) semester hours.

All benefits are effective the first day of the month following the effective date of the contract period.

Health Insurance

Xavier University of Louisiana offers to all regular full-time and eligible part-time faculty members health insurance with Humana. The employee pays a certain percentage of the premium and the university pays the remainder for employee-only coverage. If the faculty contract is renewed, the University will pay the same percentage as in the academic year for the summer months. **If a faculty member breaks a signed contract in the summer, he must reimburse the University for any costs incurred in insurance charges for summer months.**

TIAA-CREF (Retirement Plan)

All regular full-time and eligible part-time faculty members are eligible to participate in XU's tax-deferred annuity plan, which is managed by the Teachers Insurance Annuity Association (TIAA-CREF). Although new faculty may participate in the first full month of their employment, XU does not match the participating faculty's contributions until the third year of employment. XU will match up to 6% of the faculty member's salary after he/she has completed two years of service with Xavier or any institution of higher education. Both the faculty member and the university contributions will be applicable to all earnings, including

overtime, overload, summer school, and any supplemental pay. Contributions are on a before-tax basis through a written salary reduction agreement with Xavier.

Life Insurance

XU provides group term life insurance to all regular full-time and eligible part-time faculty members at no cost to the faculty member. The benefit amount equals the sum of the employee's base annual salary (rounded to the nearest \$1000). The university pays 100% of the premiums.

Voluntary Life is a term life insurance plan that will provide coverage for the employee, their spouse and eligible dependents. This insurance may be converted from a group to an individual plan when the faculty member separates from employment. The faculty member pays 100% of the premiums for voluntary life.

Sick Leave

(The Sick Leave Policy is currently under review and will be updated upon review completion.)

Eligibility:

Both full-time and regular part-time faculty members under contract with the University are eligible for sick leave.

Policy:

Faculty members who are unable to perform their faculty responsibilities because of their own personal illness or injury, the birth, adoption or receiving a child into foster care or the serious illness or injury of an immediate family member may request paid sick leave.

Accrual:

Faculty members will be allowed to accrue sick leave from year to year up to the maximum, based on years of service. There will be no payout when faculty members terminate employment. In the event a faculty member submits his/her resignation, available sick leave may not be taken during the notice period.

Sick leave will be accrued at the rate of one day per month of the contract period to the limits listed below.

Years of Service	Maximum Accrued Days
0 - 2 years	20 Working days (4 weeks)
3 - 6 years	30 Working days (6 weeks)
7 - 10 years	40 Working days (8 weeks)
11+ years	One semester

Sick leave accruals will be reflected on faculty members' paychecks on a monthly basis and in the KRONOS Timekeeping System. The division will send a monthly form to Human Resources that indicates the faculty member's time off due to illness. Human Resources staff will then enter the information to the electronic system.

Procedures:

If a faculty member is absent due to illness or injury for more than three consecutive days, the faculty member, upon returning to work, must provide either a statement from his physician or a written explanation of the absence. The division chair must submit the written explanation to the appropriate Dean for approval. Consistent with the policy for staff employees, for sick leave of more than five days, an eligible faculty member must request Family and Medical Leave. (The Family and Medical Leave Policy is found in Section V.)

The division chair must submit approved sick leave requests to the Human Resources (HR) Department on a monthly basis for auditing purposes. Holidays or other authorized absences during a sick leave will not reduce the accumulated days earned.

Sick leave is to be used only as needed and not taken automatically.

Vacation Leave Policy

(The Vacation Leave Policy is currently under review and will be updated upon review completion.)

Full-time faculty members serving on 12-month contracts are eligible for vacation leave. These faculty members receive 22 days of vacation per year. Unused vacation cannot be carried over from one academic year to the next.

A “Vacation Leave Request Form” must be completed and approved by the eligible faculty member’s division chair/supervisor prior to an eligible faculty member taking vacation leave. Every consideration will be given to the preference for vacation dates; however, vacation leave will be granted only for periods during which the employee’s absence will not inconvenience the work of the department/division/college and/or Xavier University of Louisiana.

Jury Duty

(Eligibility: Regular full time and regular part-time faculty) Paid leave for jury duty will be granted to all regular faculty. However, the following guidelines must be observed: (1) The summons must be presented to the division chair at least three days prior to the scheduled service date; (2) the scheduled time for reporting to jury duty and return to work must be arranged with the division chair; (3) faculty must report to work should they be excused from jury service for the day.

Dental Plan

The university offers a voluntary dental plan to faculty members and their eligible dependents. The faculty member pays 100% of the premium cost.

Vision Plan

The university offers a voluntary vision plan to faculty members and their eligible dependents. The faculty member pays 100% of the premium cost.

TIAA Long-Term Disability

Xavier University of Louisiana offers to all regular full-time and eligible part-time faculty members the Teachers Insurance Annuity Association Long Term Disability Insurance. This benefit becomes effective after a faculty member has been unable to work for three (3) months because of a non-work related illness or injury. This benefit will provide the faculty member with 60% of their base salary up to \$6,000 monthly maximum for a time period established by the plan.

Worker's Compensation Insurance

All faculty members are covered by Worker's Compensation Insurance according to the statutes and regulations of the State of Louisiana Code of Law. Any work-related injury or occupational illness must be reported immediately to the Director of Health Services. If the work-related injury or occupational illness results in lost time from work, XU's worker's compensation insurance carrier will start paying benefits at the level determined by state law. Benefit payments do not start until the faculty member has been absent from work for seven consecutive days. Specific questions regarding Worker's Compensation Benefits should be referred to the Director of Health Services or the Director of Human Resources.

Flexible Spending Account

Regular full-time and eligible part-time faculty are eligible to enroll in the flexible spending account. These are pretax dollars, which are designated by the employee for a calendar year, and may be used to cover dependent care expenses, unreimbursed medical, dental and vision expenses. Information regarding these benefits may be obtained by reading plan documents or contacting the Office of Human Resources.

Tuition Waivers

The spouse and any unmarried dependent children under the age of twenty-four (24) of eligible faculty members may attend undergraduate courses at the University free of tuition during the academic year (summer and enrichment courses are not included) as long as the employee retains his eligible status. A waiver of one-third of graduate tuition is also available. Fees, books, etc. must be paid for by the employee. Spouses and dependent children will be required to file application with the Financial Aid Director to determine eligibility of financial aid. This requirement can be waived by the Senior Vice President, Administration.

Eligibility

A spouse or dependent child of a faculty member is eligible to receive benefits for any semester which begins on or after the faculty member's date of employment.

Limitations

The spouse or dependent child must be admitted to the University and must meet all academic requirements stipulated in the University catalog. Undergraduate students receive 100% remission for a period not to exceed nine semesters.

The same limitation of nine semesters applies to spouses or dependents enrolled in the College of Pharmacy, i.e., students will receive 100% tuition remission for a maximum of nine semesters (based on undergraduate CAS tuition) after which they will receive 1/3 tuition remission for the P3 and P4 (5th and 6th) years in the College of Pharmacy.

To retain eligibility, the spouse or dependent must maintain a minimum g.p.a. of 2.0. Students who are placed on academic probation will be allowed one additional semester on tuition remission in order to meet eligibility requirements, after which they must enroll in the University at their own expense to improve the g.p.a. to the expected level.

Library Facilities

These are extended to all dependents of faculty members. The librarian reserves the right to prescribe rules and regulations governing the same.

Athletic Facilities

Faculty and their dependents may utilize athletic facilities, equipment, etc., but this is conditional upon the immediate requirements of scheduled student activity.

Health Center

The health center is specifically designed to serve the needs of students. However, it does attempt to meet faculty health emergencies and provides the faculty with examinations and immunization sponsored by the state or federal government.

Federal Credit Union

The faculty is urged to participate as members in the faculty-operated Credit Union. The convenience and economy for accumulation of savings and for borrowing needed funds are unusually advantageous to the members. The Credit Union is located on the 4th floor of Xavier South.

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IV. INSTRUCTION

Standards of Instruction

In keeping with Xavier University's institutional commitment to teaching, faculty members should always be concerned about the effectiveness of their teaching. Each faculty member should conscientiously strive to:

- prepare thoroughly for each class;
- present course goals clearly;
- provide a complete and thorough syllabus; the syllabus is to be a contract between students and instructor; a syllabus checklist is included in the hard copy version of the Handbook;
- provide clear and precise instructions (in writing, if applicable) for assignments of required work;
- avoid making lengthy assignments late in the semester;
- present course material using diverse means, making use of available technologies, where appropriate;
- maintain a classroom atmosphere which is conducive to student learning and analytical thinking;
- give tests and quizzes with sufficient frequency to motivate student preparation;
- return tests and papers in a timely fashion;
- grade all work fairly, firmly, and objectively; and
- model communication skills and respect for other individuals.

Each teacher should foster a scholarly atmosphere in the classroom, so that students will be encouraged to realize their full learning potential. Teaching methods should be employed which permit students to engage fully in their own educational development.

Attendance

Attendance at classes at Xavier University is extremely important. Because poor student performance is most often equated with tardiness and absenteeism, the instructor is urged to use all reasonable methods to promote attendance at all regularly scheduled periods.

Roll taking is required in all classes. Attendance records **must be kept** and excessive absences should be reported to the Registrar's office. Attendance itself in 2000, 3000 and 4000 level courses should not be a factor to be graded. It is conceivable; however, that participation in class activities may be linked to it.

Students enrolled in non-degree credit and 1000-level courses may not be absent more than twice the number of times the class meets per week without receiving an FE grade (failure because of excessive absences) for the course. A waiver of FE may be requested by the instructor from the college dean in exceptional circumstances, for compelling and documented reasons.

Instructors in certain disciplines may be influenced by professional or accrediting association directives regarding attendance, and compliance with such directives should be the norm.

In regard to veterans, the University has made the following agreement with the Veterans Administration:

If a veteran accumulates a number of absences in a course, whether excused or unexcused, that exceeds three times the number of scheduled class sessions per week, the VA will be timely advised that an adjustment in payments may be made.

Textbooks

Textbooks must fulfill the objectives of the courses, as they are described in the catalog, and are to be selected by the faculty members in consultation with the department head (CAS)/division chair (COP). All textbook orders must be submitted in a timely manner. After the deadline for textbook orders, textbook selection is the authority of the department head (CAS)/division chair (COP).

If the faculty members complete the required forms, desk copies of textbooks will be ordered with the class order and will usually be shipped by the publisher directly to the faculty members. If the desk copies are enclosed with the shipment to the bookstore, they will be forwarded immediately to the faculty member named on the order. If the faculty member is assigned to teach the course after the book order has been placed, he/she obtains a form from the bookstore on which to request a complimentary copy and sends it directly to the publisher.

Undergraduate Examinations

A program of examinations is an essential educational procedure. Faculty members are expected to use examinations to stimulate student learning, appraise student success, and evaluate their own teaching effectiveness.

Final Examinations

Final examinations are to be given in all courses except seminars. Exceptions must have the approval of the Dean of the College. Final examinations run for two-hour periods and are to be given on the day and at the hour specified on the official examination schedule. Final examinations are to be duplicated so that each student has his/her own copy.

Final examinations are to be administered to eligible students who receive fiscal clearance. One copy of the examination questions is filed with the division chair at the time the grades are entered.

Grades for graduating seniors are due prior to the period assigned for final exams on our academic calendar. The intent is that the graduating seniors be given an early final. However, professors may decide that graduating seniors (and graduating seniors only) receive their current grade in lieu of a final exam. Professors may decide that seniors can have the option of taking a final or retaining their current grade. Professors may also substitute an additional assignment or test in lieu of a final for the graduating seniors. Students in the class who are not graduating are expected to take the final at the time scheduled.

Mid-Semester Grades

A mid-semester examination as such is not required but it is expected that at least one test shall have been given prior to the time for mid-semester evaluations and the mid-semester grade will be based at least partially on the results of this test. The mid-semester grade provides important feedback to the student regarding his/her academic standing in a course.

Senior Comprehensives

In the College of Arts and Sciences, a comprehensive examination covering the major field is given to all students, usually in their senior year. When prepared by the departmental faculty, it is customary for individual faculty members to submit representative questions and grade the same. Appropriate standardized tests may be used by a department as its comprehensive examination.

Department heads (CAS)/division chairs (COP) are urged to consider in departmental meetings the advisability of common examinations in those courses which are taught by different people.

Instructors in certain disciplines may be influenced by professional or accrediting association directives regarding examinations and compliance with such directives should be the norm.

Integrity of Academic Work

Faculty members are expected to take all reasonable precautions to assure integrity of academic work. Not only are they carefully to proctor tests and examinations, but also prudently to safeguard test questions before a test is administered and the test papers afterwards. Special care is to be exercised whenever students have access to the office of a faculty member or secretary.

A faculty member has the authority to deny admission to the examination room to any student who arrives late, and under no circumstances is he/she to permit a student to take the examination if he/she arrives after another student has left the examination room. Students are expected to comply with the directions given by the instructor as to seating arrangements, use of tables or calculators, computers, etc.

Plagiarism – the explicit submission as one's own the words or ideas of another – is to be dealt with firmly. It is important that faculty instruct students, particularly freshmen, as to what constitutes plagiarism.

Faculty members are to follow the Academic Integrity Policy of their respective College. The College of Arts and Sciences Academic Integrity Policy is found at http://www.xula.edu/cas/documents/cas_academicIntegrity.doc. The College of Pharmacy's policy regarding academic integrity is found in the College's Academic and Ethical Policies Handbook found at <http://www.xula.edu/cop/documents/AcademicandEthicalHandbook.pdf>.

Grading

Official grading of students is done twice each semester: at the midpoint of the semester and at its end. Instructions regarding the filing of grades will be issued by the Registrar. It is important that the complete report of grades be filed on time. A student's grade in a course is the combined result of the final examination, tests, class work and other assignments as indicated in the published syllabus. The University has not adopted a formula for arriving at the final grade. The evaluation is entrusted to the faculty member, subject to the supervision of the department head (CAS)/division chair (COP). In no instance should student grades be posted using the name, social security number or any manner that may identify the student. All graded assignments and tests should be returned directly to the student. These materials should never be left in a common area for students to retrieve.

The grade of "C" is the key to understanding the grading system of Xavier. It is considered to be the grade a student receives for average performance. Effort and good will alone do not suffice to reward with a higher grade a student whose performance is not above the "average" or "satisfactory" level. A grave disservice is done to the student and to the academic reputation of the University if the grades do not represent a standard of performance equivalent to that practiced in other good institutions. Teachers are encouraged to review their grade distributions each semester to monitor the rigor of their courses.

Letter grades are defined as follows:

A	=	Excellent	I	=	Incomplete
B	=	Good	W	=	Official Withdrawal
C	=	Average	S	=	Satisfactory
D	=	Poor	U	=	Unsatisfactory
F	=	Failure	PC	=	Passed with Credit
P	=	Passing	NG	=	No Grade
AU	=	Audit	TR	=	Transfer
FE	=	Failure for excessive absence	DC	=	Deferred Credit
W\$	=	Withdrawal for Financial Reasons	PE	=	Pass/Exit

Unofficial withdrawals at any time are to be reported as F's.

When grading students each faculty member should bear in mind that he/she is part of a complete corps of professors who must demand the best performance of their students. No

student can be considered competent in his/her disciplinary area unless he/she is capable of adequate oral and written communication.

The grade of "I" (Incomplete) should be given only on very rare occasions when some moral or physical impossibility prevents the student from completing his class requirements promptly. Mere negligence on the part of the student should merit him a grade of "F." Approval of the dean of the college is required for this grade. An "I", unless changed before the end of the sixth week of the semester following the one in which it was incurred, becomes an "F". Ordinarily an "I" incurred in the spring semester must be changed by the end of the first session of summer school.

The grade of "W" is issued for an official withdrawal from class up to the date indicated on the semester calendar, usually a week or two before the end of the semester. (See semester calendar for the appropriate date.) Withdrawal forms must be signed by the instructor and the advisor and returned to the Registrar's office with a receipt for the \$10.00 fee for the withdrawal to be official.

If a student informs a faculty member that he/she plans to withdraw from a course, the faculty member should make certain that the student understands that it is necessary to obtain formal authorization to withdraw. The faculty member should report promptly any instance in which a student withdraws without proper authorization. Such notification to the Registrar's office will help prevent later complications in handling the student's scholastic record. In many cases, as of foreign students or veterans, very serious financial and legal difficulties may develop because of failure to give this notification.

If a student wishes to withdraw from the university, he/she must have completed the official withdrawal process no later than one week after he/she stops attending classes or the withdrawal is voided, and the student will receive failing grades in all coursework.

Student Records

Official student academic records are maintained and stored in the Office of the Registrar. The permanent record consists of Xavier's application and acceptance letter; Xavier's transcript; history sheet/card; most recent address; high school transcripts; college transcripts/documents (visas) from other countries; NTE and PRAXIS scores, and other teacher's certification information; ACT/SAT, AP and CLEP scores; VA forms and other legal documents such as a name change; and all official withdrawal forms.

Undergraduate Teaching Load

The normal full-time load is 12 semester hours or its equivalent in addition to normal committee work, club advising, and counseling of students. The full load mentioned above may be understood to mean:

1. 12 lecture hours per week as related to 12 semester hours earned by students in classes which are not over-sized, that is, fewer than 50 students per class.

2. 18 studio hours per week in Art.
3. 24 applied music hours per week (Music).
4. 18 laboratory hours per week in the Natural Sciences and Computer Science.
5. 18 student teachers under supervision.
6. 12 students in different independent study areas.
7. Any combination of the above.

Special Cases (Revised 2013):

1. Normal load for department heads will be 9-12 semester hours.
2. Normal load for associate/assistant department heads will be 6-9 semester hours.
3. Normal load for division chairs will be 3-6 semester hours.
4. Normal load for deans will be 0-3 semester hours.

Guidelines for Faculty Overloads

(Revised 2013)

1. Faculty load should not exceed 15 hours in a given semester. Exceptions to this policy must be approved by the division chair, in consultation with the dean.
2. Faculty who teach two courses concurrently will receive a differential for the second course, rather than full overload pay.
3. The maximum number of students in a “directed reading” course is three (3).
4. One additional semester hour will be counted toward the faculty member's load for every 10 students over 40, i.e., 50 students (fractions, or fewer than 10, do not result in 1 extra semester hour).
5. Courses beyond the normal course load (12 hours) with fewer than 10 students will be compensated on a prorated basis, e.g., 6 students = 6/10 of normal overload pay.
6. Ordinarily, advisees are distributed equally among faculty. Overload compensation for advising responsibilities will be paid on the basis of the following schedule:

30 - 35 students	\$100.00
36 - 40 students	\$200.00
41 - 45 students	\$300.00
46 - 50 students	\$400.00
51 - 55 students	\$500.00

7. **Division chairs must provide a written rationale for those faculty whose courseload calculation in a given semester is affected by the number of preparations in order for nine hours to be considered a full load, or 12 hours to be considered an overload.**
8. The division chair is responsible for providing written documentation for any request for exceptions to be above rules to his/her dean.

Process for Faculty Overload Payment

(Revised 2011)

Each spring division chairs submit forms reporting the total load (classes and release time) for each faculty members. The total load may not exceed 30 hours and the following guidelines are followed:

1. The maximum load in each semester is 15 hours
2. The minimum load (including release time) in each semester is 9 hours.

Each semester faculty are expected to have office hours at different times at least two days of the week.

Graduate Teaching Load

Graduate courses are calculated at a higher teaching credit load than comparable undergraduate course hours due to the higher level of scholarship expected of graduate faculty. A three-hour graduate course is counted as a four hour load to allow additional time devoted to scholarship. Thus 9 hours of graduate courses is equivalent to 12 hours of teaching credit or a full load.

Any combination of graduate and undergraduate courses is calculated using the above credit hour assignment to determine the teaching load. For example, two undergraduate courses (6 hours) and one graduate course (counted as 4 hours) is equivalent to a 10 hour teaching. This load would be considered “below” the normal teaching load of 12 hours and other duties should be assigned within the division/department. Alternately the faculty member could be assigned an additional undergraduate course and be paid a one-hour overload.

Summer Session Teaching Loads

The normal full-time load for a summer session is six hours. Faculty compensation for continuing faculty members in the next academic year for a six-hour load for a summer session is one-month salary based on the salary in the just completed academic year contract. Faculty load is calculated based on the policy described above. Exceptions and overloads are calculated using the same guidelines as during the fall and spring semesters.

Since Summer Session III spans both Summer Sessions I and II, half the teaching load for Session III will be counted in Summer Session I, and the other half of the teaching load will be counted in Summer Session II.

Classes with less than ten students enrolled are usually cancelled. In some instances these courses may be offered but with pro-rated compensation. In this case, faculty teaching courses with five or fewer students will be compensated at the directed reading pay rate; compensation for courses with between six and nine students will be pro-rated.

Offices for Faculty Members

Offices for faculty members are provided in several buildings on the campus, including the Administration Building, the Academic/Science Complex, and Xavier South. Pharmacy faculty are housed in the Pharmacy Building.

Faculty Attendance

Faculty are expected to meet all scheduled classes promptly. Where emergency situations occur, the instructor should contact his/her department head (CAS) in sufficient time to have his/her class(es) covered. If the instructor cannot locate his/her department head (CAS), he/she shall then report his/her situation to the division chair.

Attendance at Academic Functions

All faculty members are obligated by contract to attend the following:

- opening Faculty Institute in the fall and spring semesters.
- all faculty meetings, general or staff; University Academic Assembly, College Academic Assembly, and college or departmental staff meeting.
- all meetings of clubs or other organizations to which they have been assigned as advisors.
- all official academic convocations:
 - Opening Convocation
 - Special convocations during the school year, e.g., Founders Day in October and Black History Month Convocation in February. (These will be duly noted by bulletin board posting.)
 - Honors Convocation
 - Baccalaureate and Commencement Convocations in academic dress.

If absence from the above academic functions is unavoidable, faculty should submit a formal request to the President (copied to the Senior Vice President for Academic Affairs) requesting permission to be absent. This request should be submitted no later than three weeks prior to the date of the function.

Attendance at Other Activities

Faculty members are urged to manifest interest in the activities of the University, especially those in which the students participate. Faculty are encouraged to attend the opening Mass at the beginning of each semester.

Although no faculty member is required to be present at all such functions, all should try to attend a representative number of them. They should also try to demonstrate in other ways their interest in the activities of the students and the University.

Membership and Participation in Professional Societies

Faculty members are expected to hold membership in professional societies related to their respective fields and to participate in the scholarly and cultural functions related to each.

Attendance at Conventions and Scholarly Meetings

Attendance at meetings or conventions held during the school year must be approved by the division chair in the case of a faculty member or the dean of the college in the case of a division chair.

Travel expenses for a faculty member may be paid in full or part within the limitations of budgets of the respective colleges or the department's grant funds.

To receive travel monies the faculty must submit a request for travel to the division chair and the respective dean for their approvals. Upon return the faculty must complete and submit an expense report to the division chair and the dean within one week after returning. Travel expenses are calculated according to the guidelines set by the fiscal office. (See Section V, "General Services, Policies and Procedures).

Reports

Recipients of University travel funds are required to submit a written report on significant aspects of such meetings. This report is to be submitted in duplicate to the division chair before seeking approval of the itemized expense account which is required by the fiscal office within one week after return from the meeting. The division chair will retain one copy of the report for the division and forward the other to the dean of the college. Division chairs will present their reports at the time of seeking approval of their itemized expense account.

It is presumed that a participant will report to the departmental staff, at the earliest possible regular meeting, the substance of the attended meeting, and any other matter which is of mutual and professional interest.

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V. GENERAL SERVICES, POLICIES AND PROCEDURES

Cafeteria

Faculty members may obtain meals at a nominal cost during the operating hours of the cafeteria.

Campus Calendar and Scheduling of Campus Events

The scheduling of University sponsored events on or off-campus should be cleared on the University calendar through the Office of Student Services or the Director of the University Center. Academic programs should have the acknowledgment of the Senior Vice President for Academic Affairs or the appropriate college dean before the time and place for allocations are made.

To reserve space, either use XU Events Calendar online or contact the Office of Student Services.

The use of any University facility by non-University persons or groups must be cleared by the Office of Student Services.

Drug Free Workplace

Xavier University of Louisiana, in its concern for the physical and emotional health, development and well-being of its students and employees, and in compliance with federal and related collegiate guidelines, provides a program of prevention and early intervention for alcohol and other drug use, misuse, and dependency. The University has affiliation with the Network of Drug-Free Colleges and Universities and upholds the standards of the Network in commitment to the elimination of Drug and Alcohol Abuse.

Policy Statement

Xavier University expressly prohibits the unlawful manufacture, distribution, dispensing, possession or use of drugs or alcohol for non-medical reasons on University premises. Also, an individual under the influence of alcohol or illegal drugs is prohibited from being on University premises. Further the unauthorized use, possession, sale, dispensation, distribution of drugs off University premises and outside working hours will not be tolerated if it adversely affects in any way the employee's job performance, the employee's own or other's safety, the University's reputation in the community or other important University interests.

It is a condition of employment that each employee agrees to abide by the policy statement herein. In addition, it is also a condition of employment that each employee agrees to notify Xavier University of any drug related conviction within five (5) days of the date of any judgment or conviction.

Illicit drugs and alcohol abuse are a threat to the physical and mental well being of individuals and clearly are an impediment to the learning process and environment. The use of illicit drugs and the abuse of alcohol may contribute to birth defects in children, health hazards and other debilitating conditions.

Employees experiencing problems with alcohol or drugs are encouraged to seek assistance through the University's Health and/or Counseling Services. Assistance will be offered in a confidential way through referrals to local rehabilitation programs. Participation in a rehabilitation program will be viewed positively by the University, but it will not prevent disciplinary action for acts which have occurred, nor will it relieve the employee of his or her responsibility to perform assigned duties in a safe and effective manner. Failure to successfully complete a rehabilitation program will constitute grounds for dismissal.

The University may require drug or alcohol testing of employees in the following situations: (1) when the supervisor has cause to believe that drug or alcohol abuse may be occurring in the workplace, (2) when the employee to be tested is involved or has been involved in a substance abuse rehabilitation program, (3) when the employee involved is in a position which requires the carrying of firearms or is sensitive from the standpoint of safety, (4) when an employee is seriously injured, causes the serious injury of another individual or causes property damage. Any employees who tests positive under these circumstances will be considered in violation of this policy. The failure or refusal by an employee to submit to a drug or alcohol test when requested will also be considered a violation of this policy.

Any violation of this substance abuse policy will constitute grounds for dismissal.

Equal Employment

It is the policy of Xavier University to hire and to promote into positions of responsibility the most qualified persons regardless of race, color, national and ethnic origin, sex, handicap, age or religious creed.

Employment and Supervision of Relatives

(The Employment and Supervision of Relatives Policy is currently under review and will be updated upon review completion.)

Xavier prohibits employees with supervisory responsibilities from supervising their relatives. A relative is defined as anyone who is related by blood, marriage, or legal adoption.

Family and Medical Leave Policy

Eligibility

In order to qualify to take FMLA, the faculty member must meet length of employment conditions:

1. Regular full-time and eligible part time faculty members must have worked for a minimum of two semesters prior to the start of leave.
2. If the FMLA leave is for the birth of a child or to care for a dependent child, and both the husband and wife are employed with XULA, the husband and wife are entitled to a combined total of 12 weeks of FMLA leave. **Unmarried (domestic) partners and individuals who are married, and the marriage is not legally recognized in Louisiana, are not covered by XULA's FMLA Policy.**

Procedures for Requesting Family and Medical Leave

When a faculty member is absent, five or more days and he or she is eligible for Family and Medical Leave (hereafter referred to as FMLA), the faculty member must request FMLA. The faculty member must inform their division chair that he or she is requesting FMLA. The faculty member's division chair will instruct the faculty member to contact either the Director or Associate Director of Human Resources to request forms for taking FMLA. The division chair will notify the department head (CAS) and the dean that the faculty member has requested FMLA, the expected duration of the leave and the anticipated return date. The division chair will communicate the reason the faculty member is requesting FMLA to the dean. The Human Resources Director or the Associate Director will notify the division chair that the faculty member has completed all the requirements for requesting FMLA.

General Provisions

It is the policy of XULA, to grant up to 12 weeks of FMLA leave during any 12-month period to eligible full and part time staff for the birth of a child and to care for such child; for the placement of a child for adoption or foster care; to care for a spouse or an immediate family member with a serious health condition; when the faculty member is unable to work because of their own serious health condition or injury; and to care for a the spouse, son or daughter, parent or next of kin of a covered military service member with a serious injury or illness.

Once the leave period is concluded, XULA will reinstate the faculty member to the same or an equivalent job with equivalent benefits, pay and other terms or conditions of employment.

FMLA leave is unpaid leave and faculty must use sick leave to receive compensation while on FMLA leave.

Type of Leave Covered

In order to qualify for FMLA under this policy, the eligible faculty members must be taking the leave for one of the following reasons:

1. The inability of the faculty member to perform the essential duties and responsibilities of his or her position because of a serious health condition.
2. The birth and care of a newborn child.
3. The adoption of a child or receiving a child for foster care.
4. The care of a spouse, dependent child or parent with a serious health condition. (Parent is defined as mother, father or someone who functioned as a mother or father). In-laws are not covered by the FMLA leave and unmarried partners are excluded.
5. In order to care for a service member with a serious illness or injury if the employee is the spouse, son, daughter, parent, or next of kin of the service member.
6. Because of a qualifying exigency arising out of the fact that the faculty member's spouse, son, daughter, or parent is on active duty in the National Guard or Reserves (or has been notified of an impending call or order to active duty) in support of a contingency operation.
7. **Note:** The Family and Medical Leave Act has been amended to provide an eligible staff employee who is the spouse, son, daughter, parent, or the next of kin of a covered service member with a serious illness or injury the ability to take up to 26 weeks of leave. The leave shall only be available during a single 12-month period.

Medical Need for Intermittent/Reduced Schedule Leave

The FMLA leave permits faculty members to take leave on an intermittently or on a reduced leave schedule under certain conditions. Intermittent leave may be taken for the birth of a child, (and to care for such child, and for the placement of a child for adoption or foster care). Leave for a serious health condition (either the faculty member or family member) may be taken intermittently or on a reduced leave schedule when medically necessary.

Faculty members requiring intermittent leave or leave on a reduced leave schedule must attempt to schedule their leave so as not to disrupt XULA or their class schedules. In addition, XULA may assign a faculty member to an alternative work schedule with equivalent pay and benefits that better accommodate the faculty member's intermittent or reduced leave request. If the healthcare provider cannot accommodate the faculty member or their family member at a time that would not be disruptive to XULA or the faculty member's department, then the faculty member will be provided time off. The healthcare provider will be the final decision maker regarding an employee's appointment times and treatment.

Procedures and Requesting Leave

1. When a faculty member plans to take leave under this policy, the faculty member must complete a FMLA Request Form and submit it to his or her division chair at least 30 days prior to the starting date of the leave. If the reason for the faculty member's leave is a bonafide medical emergency then the faculty member or their designee must contact the division chair within two days of the occurrence.
2. The division chair completes the employer section of the Certification of Health Care Provider for Employee's Serious Health Condition form and sends the approved leave request to the Director of Human Resources or his designee for final approval. The 30 days notice will not be required in the case of FMLA resulting from the faculty member being hospitalized because of a bona fide medical emergency.
3. The faculty member must go to the Human Resources Department where the FMLA process, rights and responsibilities will be explained. The faculty member will be given the following forms that must be completed and returned to Human Resources before starting FMLA leave:
 - **FMLA Leave Request Form**
 - **Certification of Healthcare Provider for Employees with a serious health condition**
 - **Notice of Eligibility and Rights & Responsibilities (FMLA)**
 - **Designation Notice**
 - **Certification of qualifying Exigency For Military Leave (If applicable)**
 - **Certification for Serious Injury or Illness of Covered Service member for Military Leave (If applicable)**

Certification of the Serious Condition

If a faculty member requests FMLA because of his or her own serious health condition, or the serious health condition of a spouse, dependent, child or parent, XULA will ask the faculty member to obtain certification of the serious health condition from a licensed physician. The faculty member must respond within 15 days of the request or provide a reasonable explanation for the delay. Failure to provide a certification by a licensed physician will result in a denial of continuation of FMLA. Using the Medical Certification Form, which may be obtained from the Human Resources Department, can provide medical certification.

The FMLA permits XULA to ask for a second opinion. If it is necessary to resolve a conflict between the original certification and the second opinion, XULA and the employee will jointly select a third doctor and the opinion of that doctor will be considered final.

Employee Status and Benefits During Leave

While the faculty member is on FMLA, XULA will continue to pay its contributions toward the faculty member's insurance benefits as long as the faculty member continues to pay his or her share of the premiums.

XULA will not make contributions to the faculty members' retirement plan while faculty members are on unpaid FMLA.

Use of Paid and Unpaid Leave

If a faculty member request FMLA and the faculty member has accrued paid sick or vacation leave, the faculty member must use paid leave first as part of the 12 weeks of leave and if the faculty member does not have enough accrued leave to cover the FMLA absence, the remaining time will be taken as unpaid leave.

Employee Status after Returning from Family and Medical Leave

A faculty member who takes FMLA will be offered, upon return from leave, the same job or one which entails substantially equivalent skill, effort, responsibility, authority, equivalent status, pay, benefits and other employment terms, provided the leave (paid or unpaid) does not exceed 12 weeks. Upon return from FMLA, the faculty member will be restored to the same benefits as if he or she continued to work the entire time that he or she was on FMLA.

Returning from Family and Medical Leave

A faculty member who is on FMLA must give his or her division chair two weeks notice prior to returning from FMLA. The division chair will then notify the department head (CAS) and the dean. If the faculty member is on FMLA because of his or her own serious health condition, the faculty member must obtain a physician's letter authorizing the faculty member to return to work. The physician must also list any restrictions the faculty member may have or accommodations the faculty member may need in performing the essential functions of his or her position.

Military Leave

An employee who enters active military duty will be granted an unpaid military leave for the period of time in which reemployment is protected by law. Similarly, employees who have an annual Active Reserve or National Guard commitment (usually two weeks) will be granted unpaid leave to honor this commitment.

Harassment Policy

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964 and Title IX of the Educational Amendments of 1972.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when submission to, or rejection of, this

conduct explicitly or implicitly affects an individual's academic or employment status, unreasonably interferes with an individual's performance, or creates an intimidating, hostile academic environment. There are two forms of sexual harassment:

1. **Quid pro quo** (translated from Latin means this for that) which occurs when academic decisions or expectations are based on a student or faculty member's willingness to grant or deny sexual favors. Some examples of quid pro quo harassment are:
 - Demanding sexual favors from students in exchange for high grades.
 - Recommending the termination of a contract for a subordinate who ends a romantic relationship.
 - Recommending tenure or favorable appointments in exchange for sexual favors.
2. **Hostile academic environment** occurs when verbal or nonverbal unwelcome sexual behavior occurs in the classroom or academic work environment. Some examples of hostile academic environment sexual harassment are:
 - Telling sexually oriented jokes or teasing of a sexual nature.
 - Comments about body parts or sexual behavior.
 - Stares or gestures.
 - Repeated requests for dates.
 - Excessive attention in the form of love letters, poems, telephone calls or gifts.

Harassment because of race, religion, national origin, color, age, or disability

Harassment on the basis of race, religion, national origin, or color is a violation of the Civil Rights Act of 1964. Harassment on the basis of age is a violation of the Age Discrimination in Employment Act of 1967, as amended. Harassment on the basis of disability is a violation of Title I of The Americans with Disabilities Act of 1990, as amended.

Examples of harassment based on race, religion, national origin, color, age or disability are:

- Making slurs or epithets regarding someone's race or national origin.
- Telling jokes about someone's age or disability.
- Distributing literature, cartoons, or materials which belittles another person's religion.

Policy Statement

It is the policy of Xavier University that harassment is prohibited and will not be tolerated. Each academic administrator (dean or department head (CAS)/division chair (COP)) and faculty member has a responsibility to maintain an educational environment that is free of any form of harassment.

An academic administrator or faculty member shall not threaten or insinuate, either explicitly or implicitly, that a student or subordinate's refusal to submit to unwelcome sexual advances will adversely affect the student's or subordinate's academic or employment status, recommendations, teaching or research assignments, evaluations, compensation, promotions, transfers, contracts, or offers of employment.

An academic administrator or faculty member should not tell jokes, make fun of, belittle, or make disparaging remarks about someone's race, religion, national origin, color, age or disability.

Reporting Harassment

The victim of harassment should directly inform the harasser that the conduct is unwelcome and must stop. If the conduct stops, harassment has not occurred. If the unwelcome conduct continues, it becomes harassment and the faculty should report it to the dean of his/her college or the Senior Vice President for Academic Affairs.

Investigating Charges of Harassment

The Senior Vice President for Academic Affairs, or the College Dean, in concert with the Director of Human Resources or a member of the harassment investigation team (faculty or staff who have been specially trained to conduct investigations into allegations of harassment), will investigate all charges of harassment. The U.S. Equal Employment Opportunity Commission (EEOC) recognizes that sexual harassment may be private and unacknowledged, with no eyewitnesses; therefore the Xavier University investigator may make a finding in a harassment charge based solely on the credibility of the victim's allegation.

Xavier University and the EEOC forbid retaliatory actions against someone who files a charge of harassment, including, but not limited to, grades, unfavorable class room or academic assignments, unfavorable recommendations, demotions, reductions in compensation, or encouraging other faculty members or staff to take retaliatory actions against the victim.

Violation of This Policy

An academic administrator or faculty who is found in violation of this policy will be subject to the university's disciplinary process. A student or faculty who knowingly and willfully files a false claim of harassment will also be subject to the university's disciplinary process.

Mail Service

Mail boxes are provided for the faculty in the post office located in the University Center (first floor). Mail services are also provided on the first floor of the Xavier South Building.

Parking Areas

All campus parking lots require a permit, available from the Office of Campus Police. Lots are designated "Special Reserved Parking," "Faculty," "Staff" or "Student." After 5:00 p.m. all parking areas are open except those designated "Special Reserved Parking." For specific information concerning traffic regulations on campus, faculty and staff members should read the parking and traffic regulations bulletin issued at the beginning of the school year. For any other information, personnel should contact the Traffic Control Division of the University in the Office of Campus Police located at Carrollton Avenue and Drexel Drive. All cars driven to and from the campus and parked thereon must bear a University parking sticker. These are obtained from the Office of Campus Police or University cashier. (See bulletin mentioned above.) Failure to register and display this sticker may result in a parking fine.

Strategic Planning

(Added 8/08; amended 8/09)

Strategic planning at Xavier will be conducted on a five-year cycle. The planning cycle will begin during the fourth year of the then-current strategic plan and the strategic plan will be completed by June of the fifth year of the then-current strategic plan. The Vice President for Planning and Institutional Research will lead the strategic planning process and is responsible that a new strategic plan is delivered on time. To facilitate Xavier planning there will be a University Planning Council and a University Strategic Planning Committee.

University Planning Council (continuing committee)

The University Planning Council (UPC) will be chaired by the President of the University and its membership will consist of:

- President
- Senior Vice President for Academic Affairs
- Senior Vice President for Administration
- Senior Vice President for Resource Development
- Vice President for Planning and Institutional Research
- Vice President for Institutional Advancement
- Vice President for Student Services
- Vice President for Technology Administration
- Vice President for Fiscal Services
- Vice President for Facilities Planning and Management
- Dean, College of Arts and Sciences
- Dean, College of Pharmacy
- Dean, Freshman Studies
- Dean of Admissions
- Members of the Xavier faculty (3 CAS; 1 COP)

- Student Government Association President (or designee) and one other student designated by Student Government Association President
- Accreditation Liaison (if different from the members listed above)

The University President will select the faculty representatives for a two year term from among the elected members of the University Academic Council.

The UPC will have responsibility for reviewing the University mission and vision, for reviewing all information and reports developed to support the planning process, for setting the strategic focus for the University, for providing guidelines and strategy to the University Strategic Planning Committee; for reviewing goals, objectives and tasks developed during the strategic planning process and for reviewing and approving the strategic plan.

The UPC will periodically review progress in achieving the goals and objectives and tasks outlined in the strategic plan and make mid-course corrections if necessary. The UPC will set priorities among the strategic planning objectives and make recommendation to the University Budget Committee regarding resource allocation in support of strategic goals and objectives.

The UPC will also review the annual report on institutional effectiveness and assessment the annual report on learning outcomes assessment, the annual peer and competitor report in conjunction with its review of progress toward the strategic planning goals, objectives and tasks.

University Strategic Planning Committee (An *ad hoc* committee)

A University Strategic Planning Committee (USPC) will be selected every five years to participate in the development of the University strategic plan. The USPC will be co-chaired by the vice president for planning and institutional research and a member selected by the Committee.

The Committee will include one member of the faculty selected by each academic department in the College of Arts and Sciences, one member of the faculty from each of the two divisions of the College of Pharmacy, one member selected from among the staff of each of the units of the University overseen by a vice president as well as two student members selected by the Student Government Association.

Working under the guidance of the UPC, the USPC will facilitate the development of the University strategic plan by engaging and informing the University community, developing and recommending strategic goals and objectives, and reviewing and recommending the strategic plan for review and approval by the UPC.

- The Committee will develop plans and process to engage, involve and inform the University community in the strategic planning process
- Lead discussion in their respective departments/units to develop key issues, goals and objectives and bring those matters to the USPC

- Review, organize and set priorities among these department/unit issues, goals, and objectives
- Review data, information, analysis and reports prepared to support the planning process and define additional information to be collected
- Review the SWOT analysis and recommend areas for focus and priority attention
- Review the guidelines and strategic direction set by the UPC and develop recommended goals to support them
- Recommend objectives to support the strategic goals set by the UPC
- Assist in the development of tasks to accomplish each objective
- Review and submit for UPC review and approval the University strategic plan

Proposal Clearance, Routing, Approval, and Account Activation Procedures

The Office of Resource Development's website provides the specific proposal clearance, routing, and approval, and account activation procedures. It is important for faculty to reference this website before submitting a proposal and after a proposal is received. These procedures apply to the following areas:

- **Pre-Award Clearance and Approval**

- Proposal Clearance Process
- Budgeting
- Proposal Completion

The author(s) of the proposal is ultimately responsible for both the substantive and formal quality of the final grant proposal. OSP will provide assistance when requested and will review the final document as appropriate.

- Proposal Routing
- Proposal Approval
- Sponsoring Agency Notification

- **Post-Award Procedures**

- Award Letter and Documentation
- Award Documentation Package and Routing
- Account Activation Procedures and Establishment of University Accounts
- Submission of Final Reports

Employment of Faculty and Staff on Sponsored Projects

Xavier University receives awards through grants, contracts, and cooperative agreements funded by external public and private sources, including federal agencies. Institutional administrative policies and procedures have been established to assure that the use of these external funds is in complete compliance with the requirements and mandates of all funding sources, particularly federal government agencies.

Xavier University's policies conform to the applicable rules, regulations and policies contained in OMB Circulars No. A-21; A-110; and A-133. These circulars establish cost principles; administrative requirements; and, audit requirements, respectively, applicable to grants, contracts, and cooperative agreements with educational institutions.

Academic Year

Ordinarily, when a faculty member is under a University contract, federal regulations will not allow extra compensation for services to federally funded sponsored projects beyond the 100% academic workload. Generally, full time faculty and staff when under contract with the University may not increase and/or supplement their base salary from grant and contract funds.

Compensation above and beyond the contractual base salary is allowable for a teaching overload when paid for with University funds or when such arrangements are specifically provided for in the externally funded agreement or approved in writing by the sponsoring agency.

Summer

Compensation for faculty members for work performed on sponsored projects in the summer is based on the prior academic year contract salary. For each month of work performed on a sponsored project in the summer, a faculty member under a nine-month contract may be paid one-ninth of his/her prior academic year salary. If a faculty member receives compensation from one or more collective sources in the summer (i.e. teaching, research, sponsored projects, etc.), the total summer salary for faculty on nine-month appointments can not exceed $\frac{3}{9}$ s of the appropriate prior academic year contract salary. However, the regulations regarding how much summer salary can be charged to a grant from the granting agency must always be followed.

Faculty on full salary during the summer ($\frac{3}{9}$ s of prior academic year salary) are expected to include students in their research laboratory for no additional personal compensation.

Staff Employees

Exempt employees of the University may not receive extra compensation or overtime pay from sponsored projects. These wages must be paid as part of the base salary. The amount to be supported by the sponsor should be shown as a portion of the annual base salary and should be based on the amount of time spent on the project.

Effort Certification Reports

Salaries and wages charged to sponsored projects must be supported by Effort Certification Reports which reflect 100% of an individual's time and are based on actual effort expended. Effort Certification Reports (ECRs) are sent to the Principal Investigator for all employees who are receiving salaries from a grant or contract where the source of the funds is the federal government. These forms must be reviewed by the employee, reviewed and signed by

the PI and/or the Grant Manager, and reviewed and initiated by the College Dean. The time commitment on the ECR must be the same as indicated in the grant budget. If the time commitment on the ECR is correct, the completed ECR is returned by the college dean to the Office of Grants and Contracts Accounting. If the PI makes any changes to the ECR, the corrected ECR and a new Personnel Action Form must be routed and signed by the division chair, college Dean, and the Associate Vice President for Academic Affairs. It is subsequently sent to the Office of Grants and Contracts Accounting for verification of any changes and forwarded to the Office of Human Resources where the changes are entered into the Banner system.

Effort Certification Reports are required to be completed bi-annually. Effort reports for Fall Semester, covering the period August 15 through December 31 are due on February 1. Effort Reports for Spring semester, covering the period January 1 through May 14, and summer sessions are due on October 1. Summer session covers the period from May 15 through August 14.

Intellectual Property Policy

The purpose of this policy and procedure is to encourage Xavier faculty, employees, students and any others covered by this policy to disclose and protect intellectual and other property resulting from their research so that the benefits of that research may reach society at the earliest opportunity.

This policy applies to all University Employees, students, and other individuals as described in the *Intellectual Property Policy and Procedure*. This policy and procedure shall become a part of the conditions of (a) the employment of every Employee and (b) the enrollment of every student, whether such Employee or student was employed or enrolled before or after its adoption. Moreover, as a condition of their impending or continuing employment with, work at, enrollment at, or support by the University, all Applicable Individuals are required upon request to execute all lawful and appropriate patent applications, assignments and other documents as may be reasonably requested by the University so that it may implement, secure and protect the Intellectual Property to which it is entitled pursuant to this policy and procedure.

The Associate Vice President for Research and Sponsored Programs or his/her designee(s), as appropriate, shall be responsible for the implementation and administration of this policy. Any dispute arising under this policy, involving the University and/or any Applicable Individual shall be resolved using the procedure as outlined in the *Intellectual Property Policy and Procedure*.

The complete policy can be found on the Office of Research and Sponsored Programs website.

Misconduct under Externally Sponsored Agreements Policy

The purpose of this policy is to establish procedures at Xavier University for the confidential reporting, establishment of investigatory committees and processes, and final disposition of claims of misconduct under externally sponsored agreements (ESA). This policy provides

the procedural guidelines for any misconduct that falls under externally sponsored agreements within the following four areas:

1. Conflicts of Interest,
2. Compliance Committee violations,
3. Research Misconduct, and
4. Violations of any Federal, State or Municipal statutes or regulations.

It is not intended to cover other instances of misconduct that might be reported at Xavier.

Xavier University maintains a zero-tolerance for misconduct under ESA. Violations of Xavier University's policies shall be considered a serious breach of the trust placed in each member of the faculty and staff and may involve disciplinary sanctions, including, but not limited to, dismissal from employment and debarment with the funder. All allegations shall be investigated thoroughly.

Every member of the university community is charged with a duty to report any activity that may be considered a violation of this Xavier policy. To accomplish this, the Office of Sponsored Programs has added a "Compliance, Ethics and Misconduct Hotline" to its website. All reports are received anonymously, unless the reporter chooses otherwise. Retaliation for the good faith reporting of suspected misconduct under ESA is strictly prohibited.

Xavier's policy is applicable to all externally sponsored agreements that are proposed, conducted or reported at Xavier. It also applies to Xavier personnel working at off-campus facilities. Faculty, staff, visiting scholars and anyone with teaching and/or research titles are governed by this policy. It also applies to any sponsored projects that are reported or claimed to have been performed at Xavier. This policy is predicated on the regulations set forth by the National Institutes of Health, 42 CFR § 93, et seq., the National Science Foundation, 45 CFR § 689, and the OMB Circular A-110, "Subpart C. Post Award Requirements and Procurement Standards."

First, in the event of allegations of misconduct under ESA, the Provost and Senior Vice President for Academic Affairs and the appropriate administrative official to whom the respondent reports (hereafter referred to as "Appropriate Administrator") will discuss the matter to determine whether the matter can be resolved collegially. Second, if the matter cannot be resolved, an "Inquiry" will take place. Third, if the matter remains unresolved through discussion and Inquiry, the allegations become the subject of an "Investigation." Fourth, the "Formal Findings" resulting from the Investigation are written and distributed to the required parties. Ultimately, there is a "Final Disposition" of the matter.

The complete policy can be found on the Office of Research and Sponsored Programs website.

Conflict of Interest under Externally Sponsored Agreements Policy

The purpose of this policy is to promote objectivity in externally sponsored projects by establishing standards to ensure there is no reasonable expectation that the design, conduct, or reporting will be biased by any conflicting financial interest of an investigator. To this end, Xavier University seeks to avoid any actual, apparent or hidden conflicts of interest between a Principal Investigator (hereinafter "PI") and Externally Sponsored Agreements (ESA). Government regulations require that funded institutions have policies and procedures in place to ensure that all faculty and staff working on a grant disclose any financial interests they have, or reasonably anticipate having, with a funded project. Such disclosure must be made (1) prior to proposal submission, or (2), if a conflict occurs later, at the time the conflict arises.

This policy shall apply to all projects conducted under agreements that are externally funded, including the licensing of intellectual products. Xavier's policy is consistent with the following regulations and guidelines:

- A. Public Health Service Regulations, "Objectivity in Research," 42 CFR § 50.603, *et seq*; 45 CFR § 94.3;
- B. National Science Foundation Grant Policy Manual, § 510, *et seq*, "Investigator Financial Disclosure Policy";
- C. OMB Circular A-110, "Subpart C. Post Award Requirements and Procurement Standards."

Every Principal Investigator that applies for and is awarded an externally funded project is charged with the duty to report any existing conflict of interest to Xavier's Associate Vice President for Research and Sponsored Programs. This obligation continues throughout the life of the grant. A Principal Investigator must update and amend his or her conflict of interest statement to reflect any conflicts of interest that arise after submission of a grant proposal to the funding agency. If a conflict of interest is disclosed, it is Xavier's policy to eliminate it, or to reduce and/or manage it, within the confines of acceptable standards.

The Provost and Senior Vice President for Academic Affairs and the Associate Vice President for Research and Sponsored Programs must review all financial disclosures and determine whether a conflict of interest exists. If it appears that a conflict of interest does exist, the Associate Vice President for Research and Sponsored Programs will impose certain conditions or restrictions that might be used to manage conflicts of interests, including:

- A. Public disclosure of significant financial interests;
- B. Monitoring of the project by independent reviewers;
- C. Modification of the project plan;
- D. Disqualification from participation in all or a portion of the project;
- E. Divestiture of significant financial interests, and/or;
- F. Severance of relations that create actual or potential conflicts.

The complete policy can be found on the Office of Research and Sponsored Programs website.

Purchases

All non-grant funded purchases must receive prior approval from the division chair and department head (CAS) or the cost center manager and from the Office of Fiscal Services. The process is begun by completing an on-line requisition using the Banner 2000 system. When the purchase requisition is approved, a purchase order is usually issued to the vendor. A purchase order is required for all external purchases. The University does not assume responsibility for any items that are not purchased through official purchasing procedures and supported by a duly authorized purchase order.

Some internal purchases do not require a purchase order, but do require that the purchasing process be followed with an authorized purchase requisition. Internal purchases are most often made from the bookstore, central stores, and the Document Center; however, food and services from the cafeteria must have prior approval via the purchase requisition and a purchase order.

Religious Services

Masses are offered daily during the fall and spring semesters in the University chapel for the convenience of the students and staff of the University. Announcement of time for Masses will be found on the bulletin boards in the University. Special Masses or changes in Mass schedule will be announced ahead of time on the doors near the chapel.

Repairs and Replacements of Fixed Equipment

An electronic work order must be submitted via the website of Xavier's Physical Plant. The work order will be assigned a number and processed by that office, or as otherwise necessary.

Approved work orders will be assigned for implementation on priority bases, depending upon the current work load of the physical plant personnel, including emergency tasks, and authorized budget approvals.

Salary Payments

On the last working day of the month, payments are made electronically into the faculty member's bank account (checking or saving) through direct deposit.

The University also reserves the right to withhold salary checks for any faculty member who has not fulfilled his/her obligation(s) to the University.

"This Month at Xavier"

This newsletter is edited by the Director of Communications. While the editor confers regularly with the administrative officers, all faculty members are encouraged to have their departmental representatives electronically submit news items concerning their publications,

research results of general interest, presentations, election to office in professional and learned groups and their attendance at meetings and conventions.

Travel

Travel must be approved in advance by the dean of the college or cost center manager, as well as the Office of Fiscal Services. Travel expenses must be estimated on the travel advance form and submitted, with the appropriate signatures, to the Office of Fiscal Services for final approval and processing. Travel funds are advanced to the faculty member in accordance with the travel policies and per diem in force at the time.

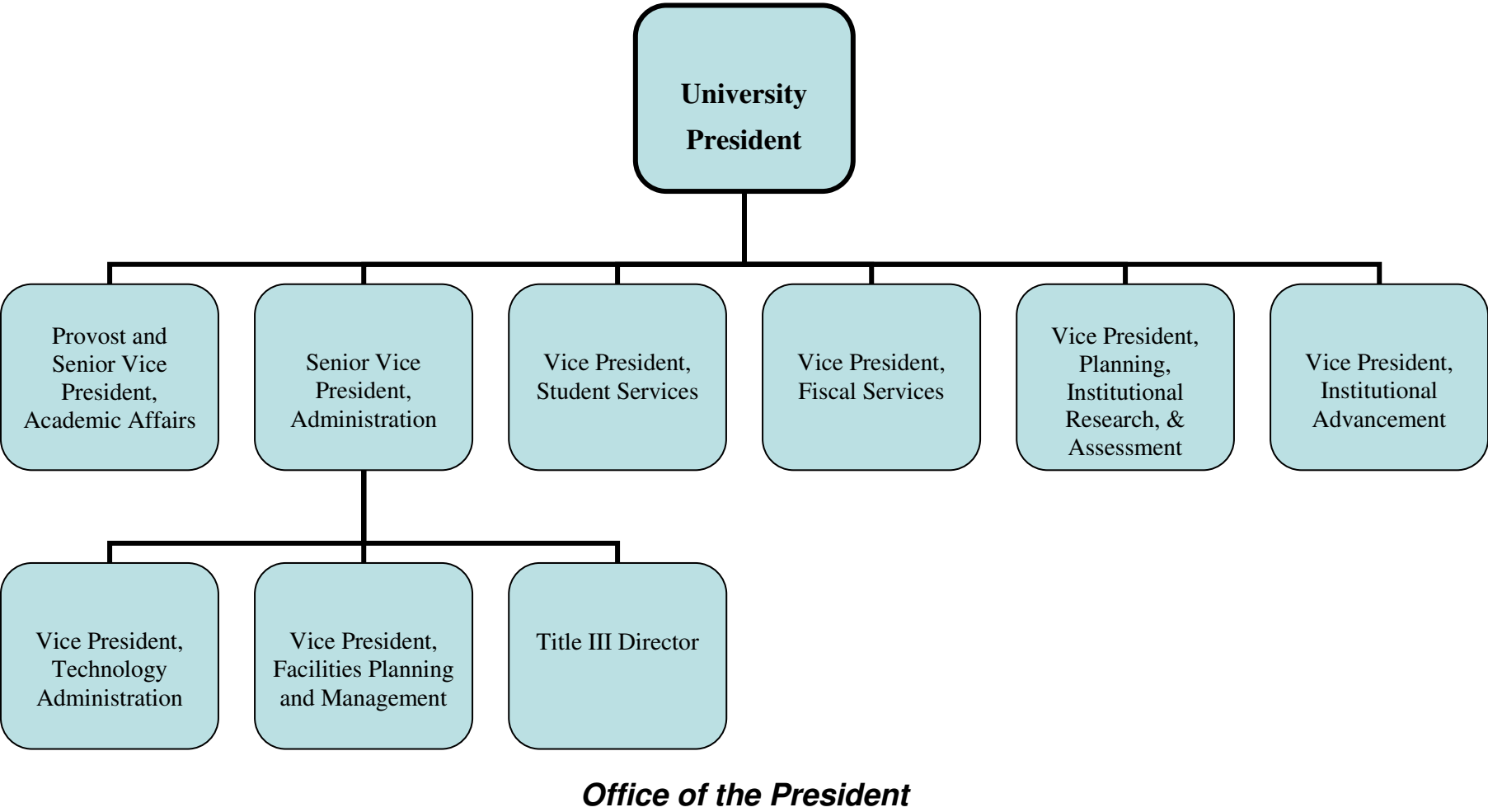
Travel expense reports are to be completed by the traveler, approved by the division chair or cost center manager, and submitted to the Office of Fiscal Services within five (5) days after the travel is completed. Failure to submit travel expense reports on a timely basis can constitute cause for the University to suspend the travel advance privilege and to withhold salary checks, if necessary, until the reports are duly submitted.

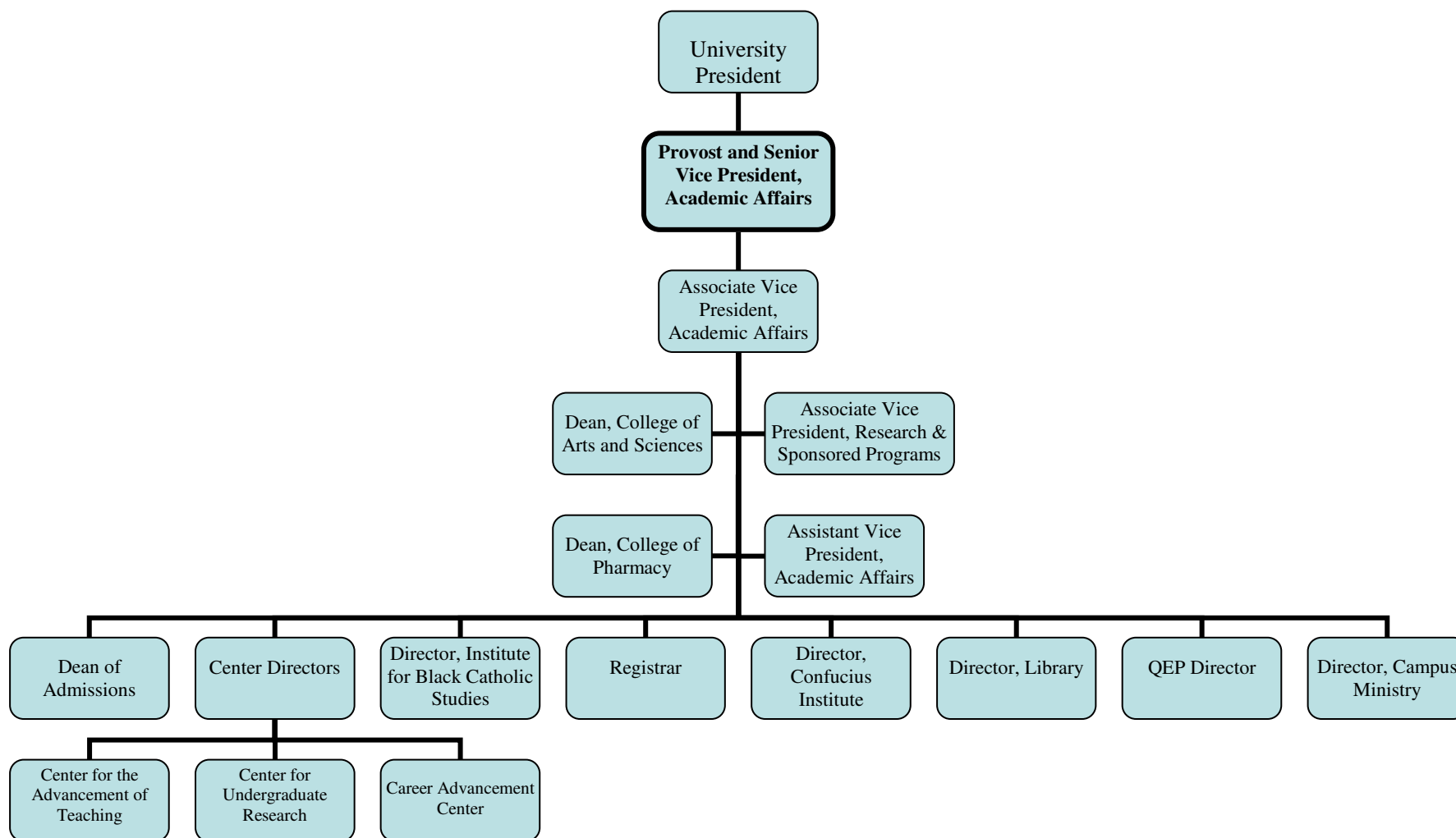
Travel advance forms and travel expense report forms can be obtained from the Office of Fiscal Services.

All faculty travelers must submit to the division chair a written report in duplicate on the significant aspect of the meeting five (5) days after the travel is completed. The report should include the substance of the attended meeting and any other matter which is of mutual and professional interest. The division chair will retain one copy of the report for the department and forward the other to the dean of the college.

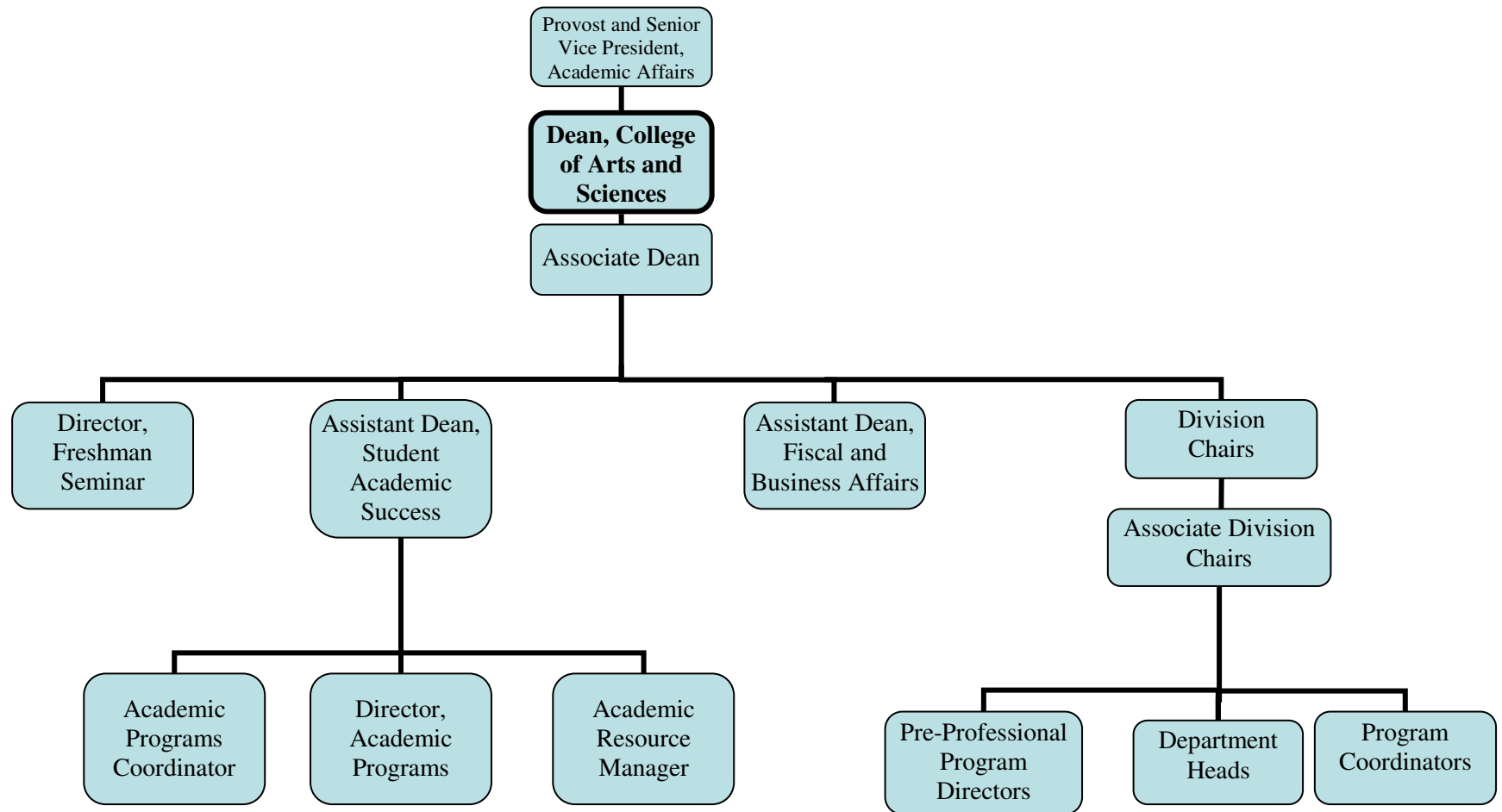
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APPENDIX A: ORGANIZATION CHARTS

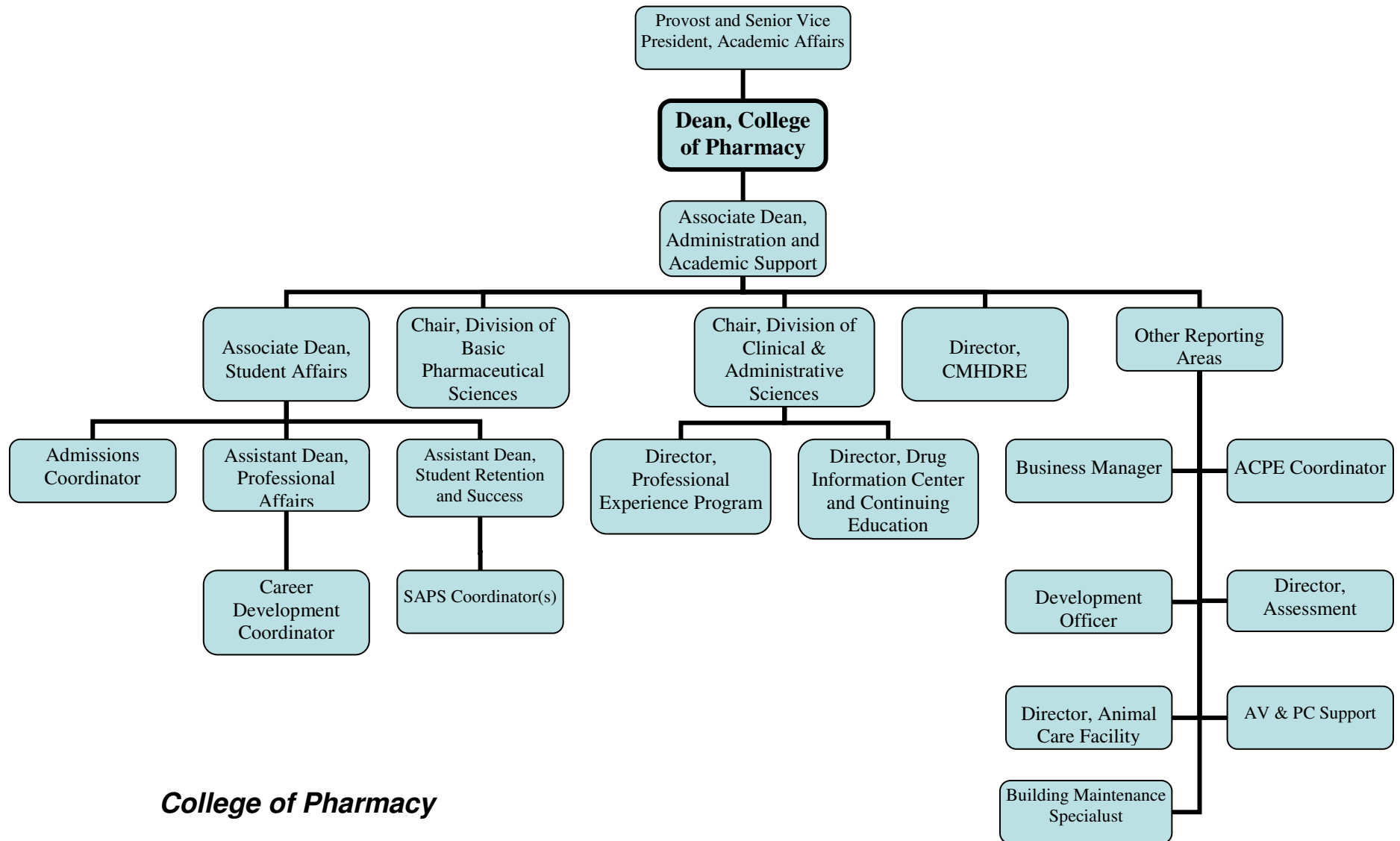


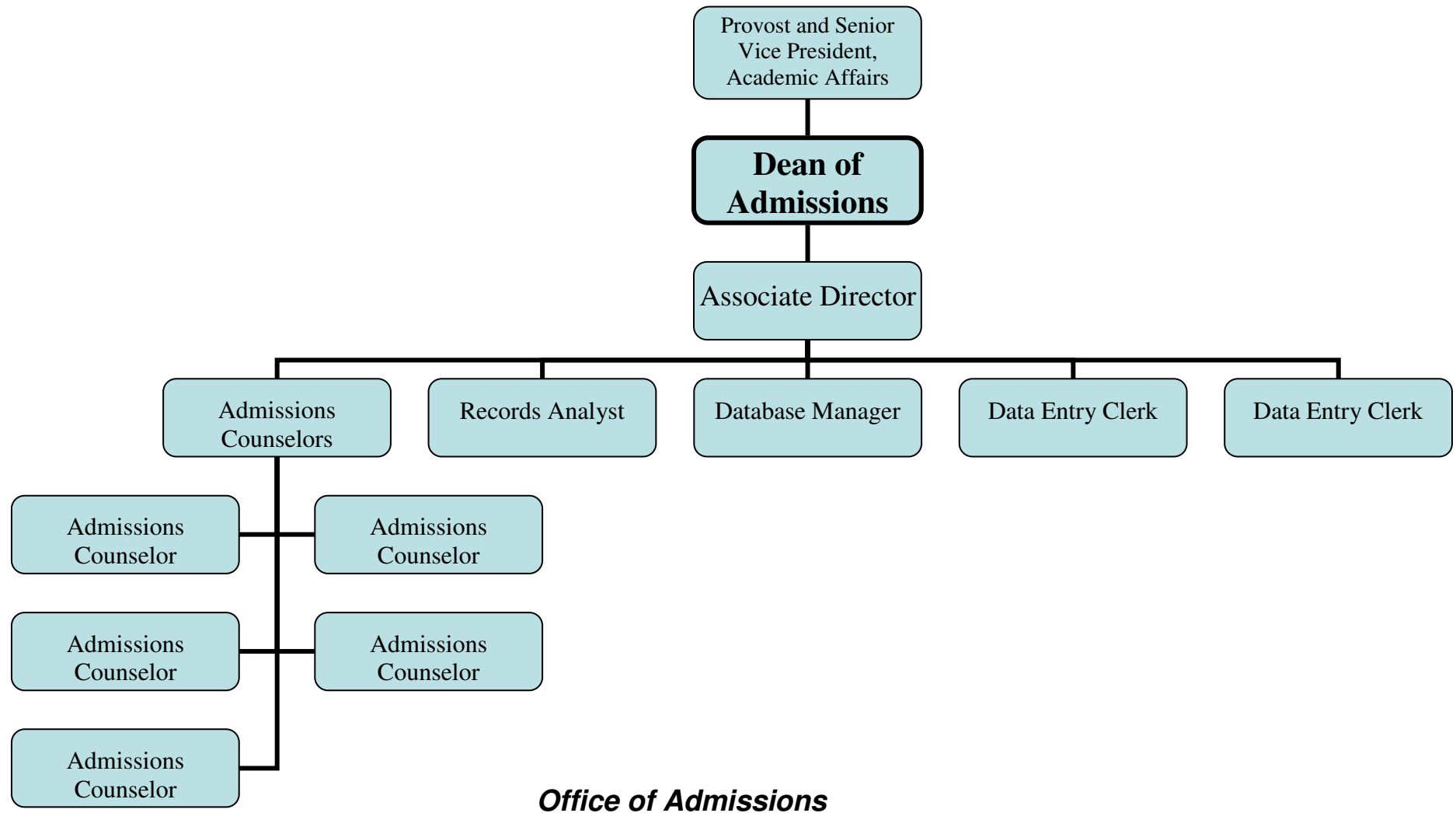


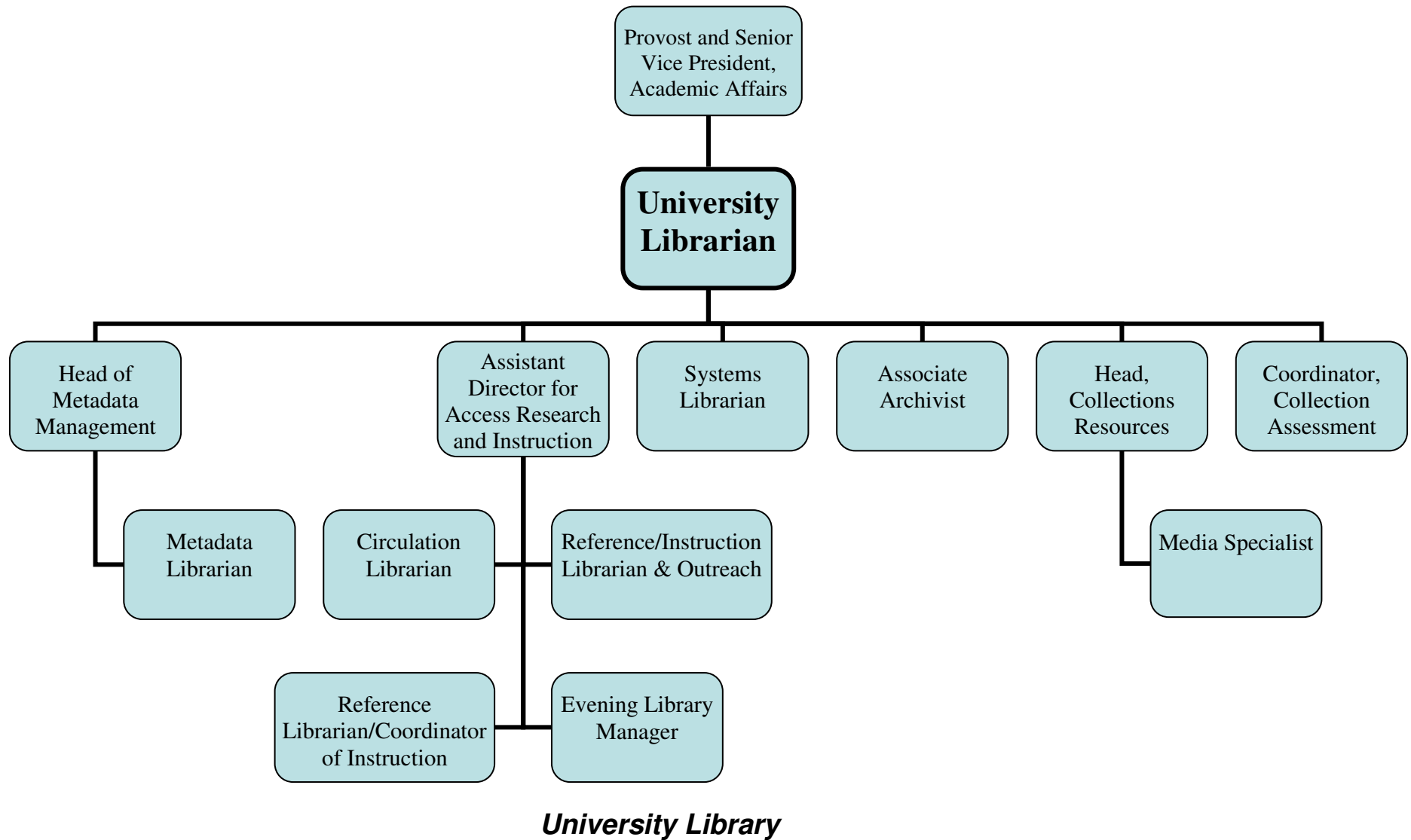
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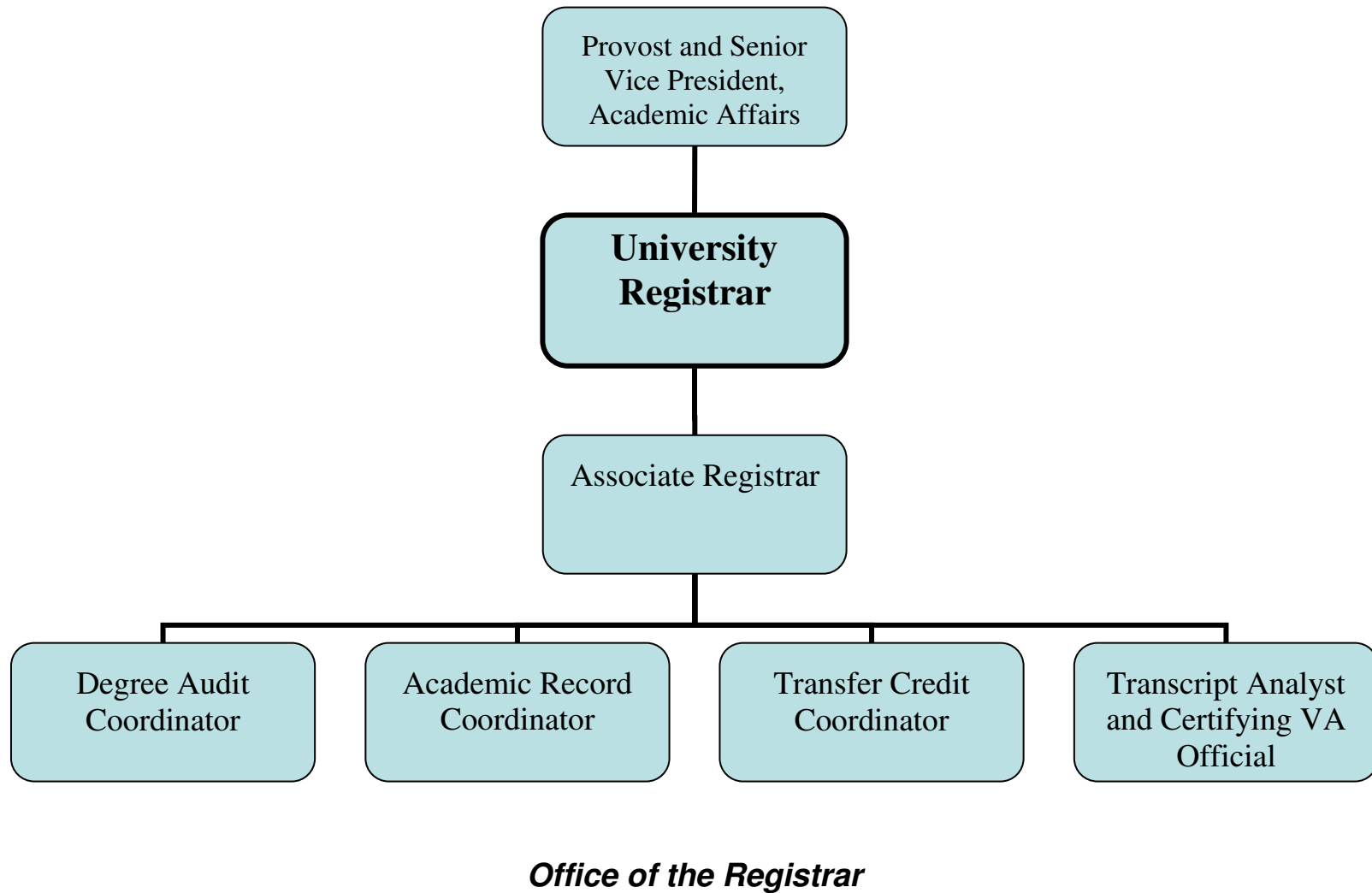


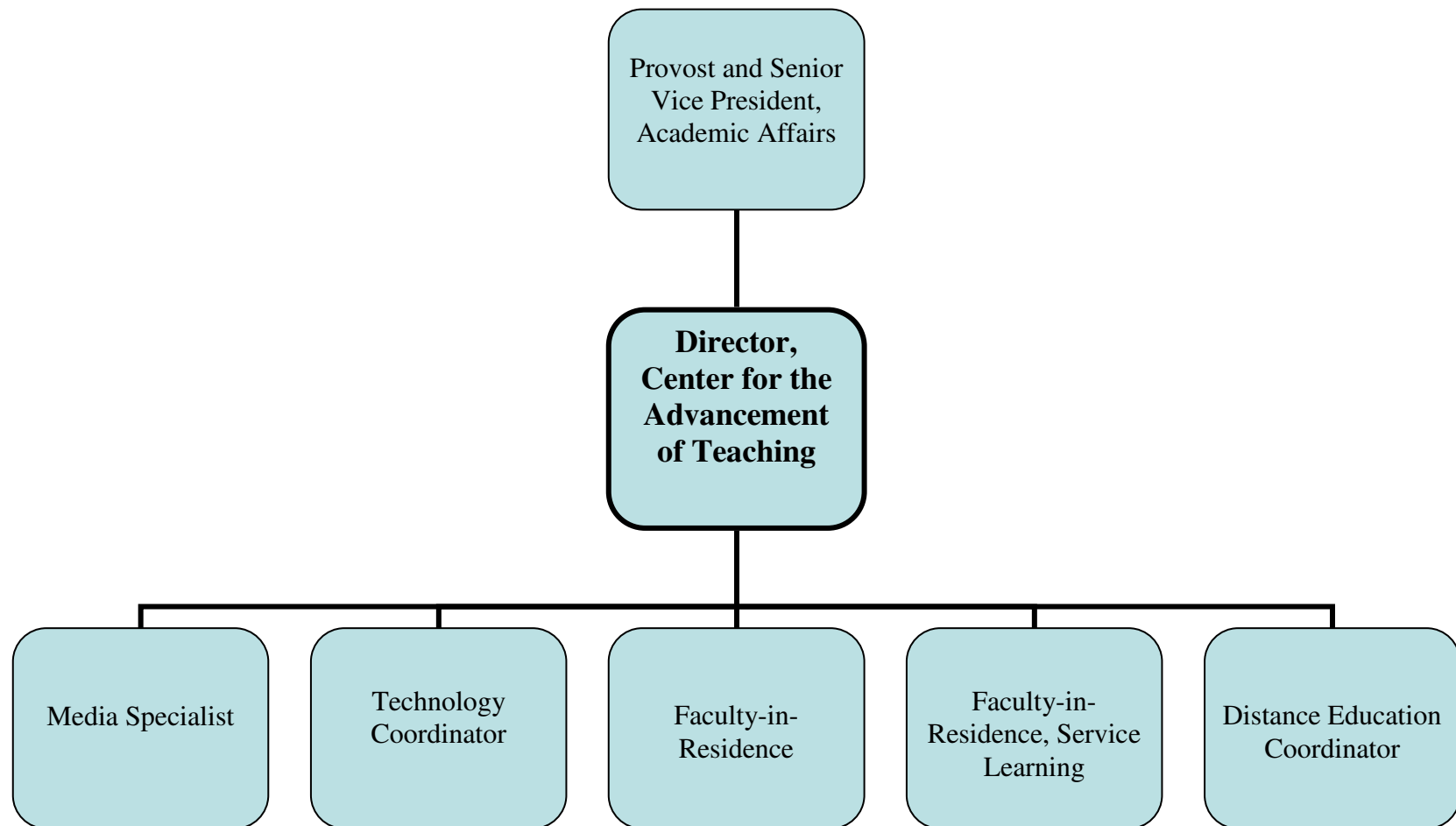
College of Arts and Sciences



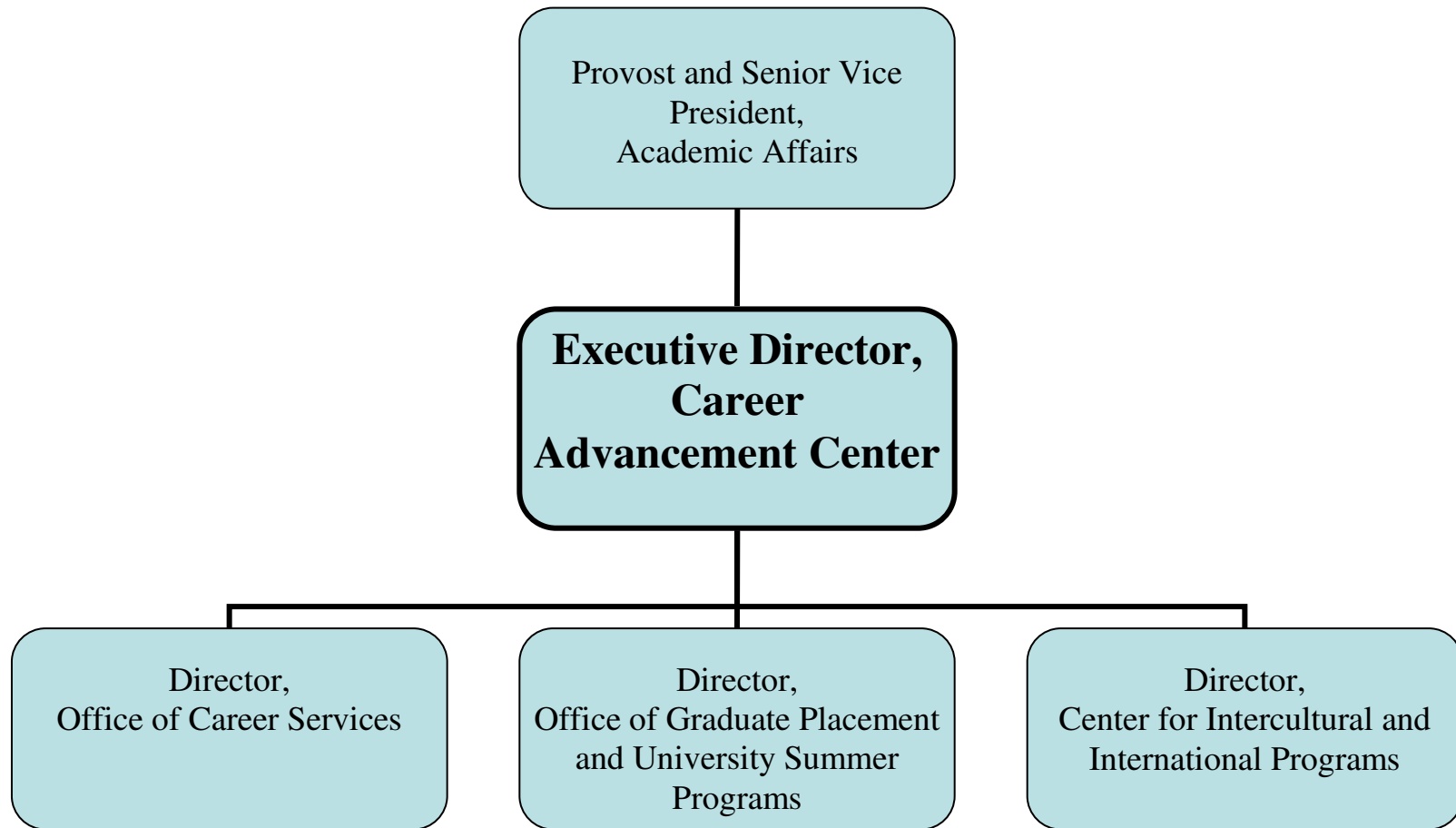




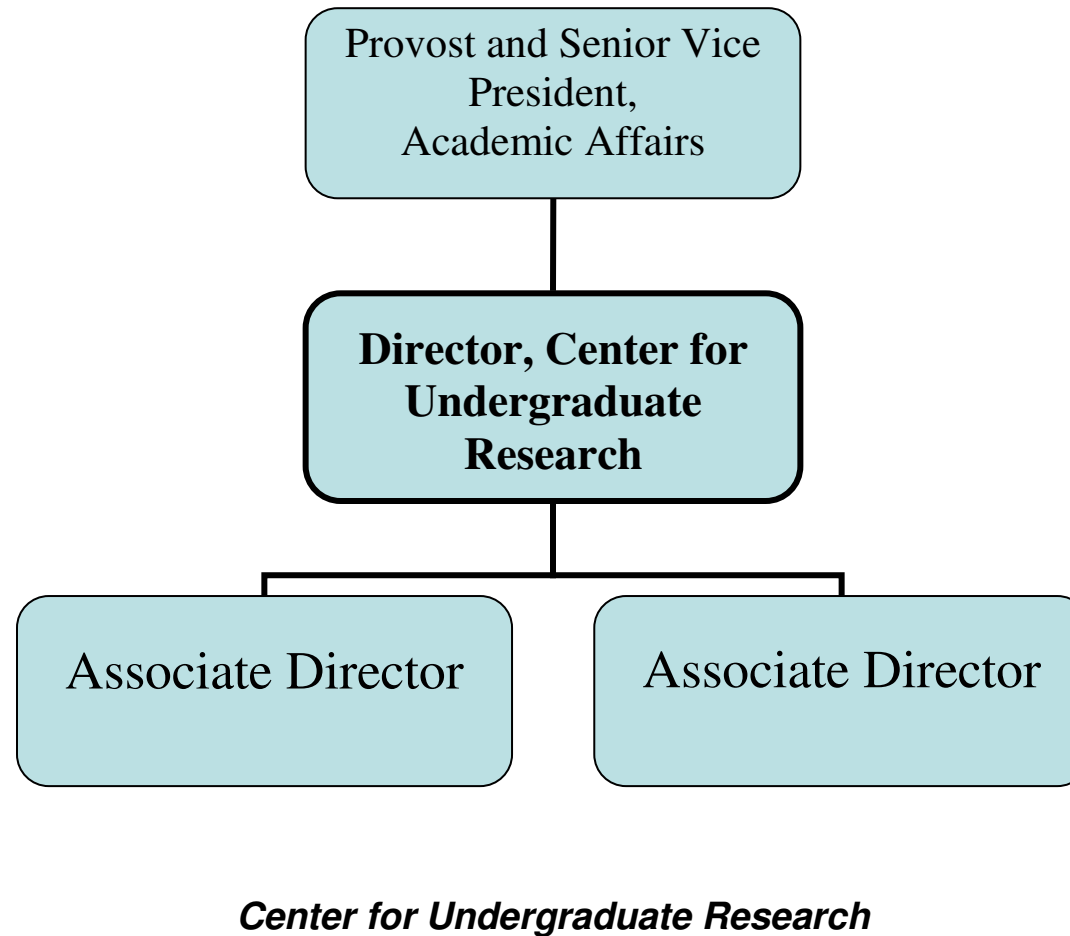


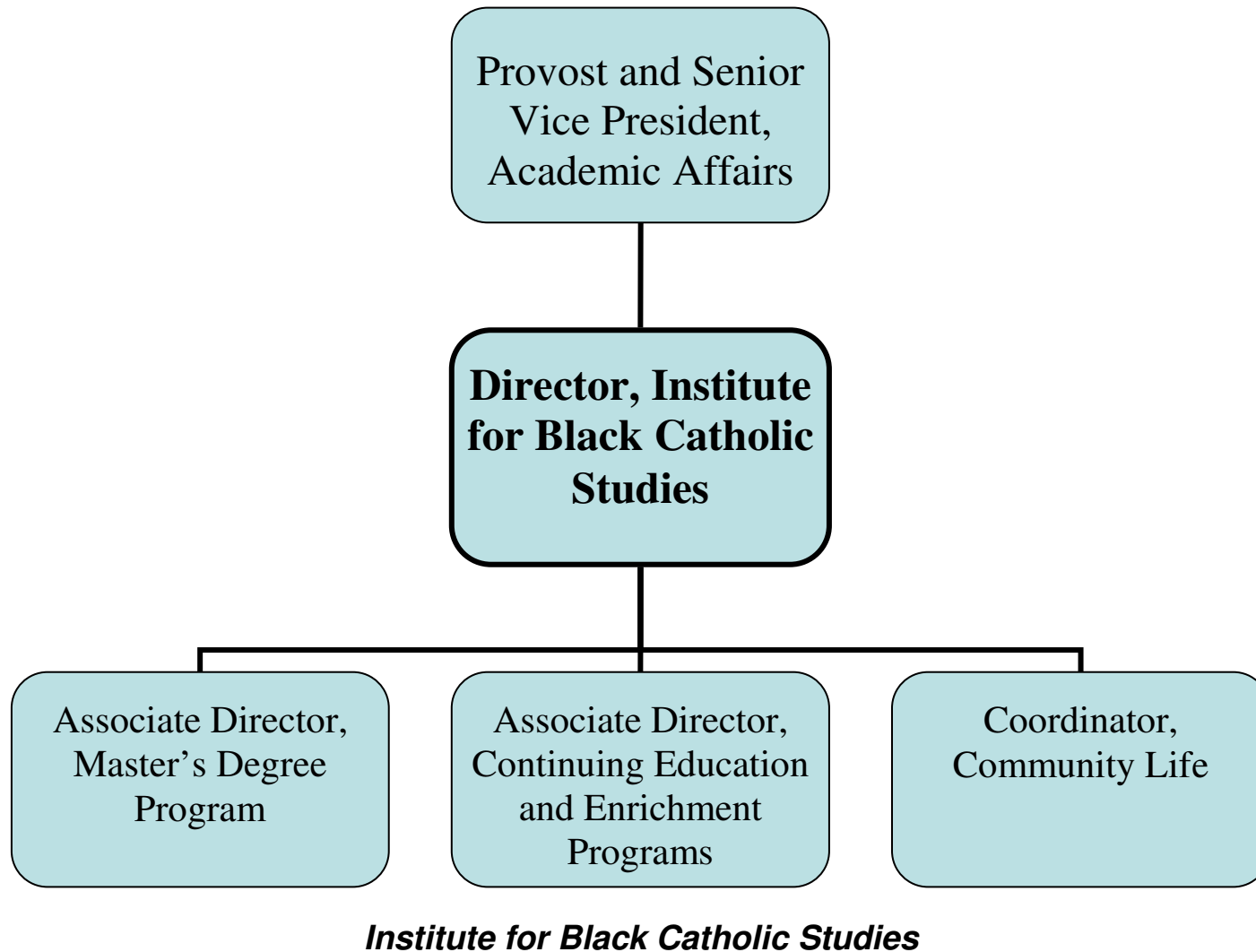


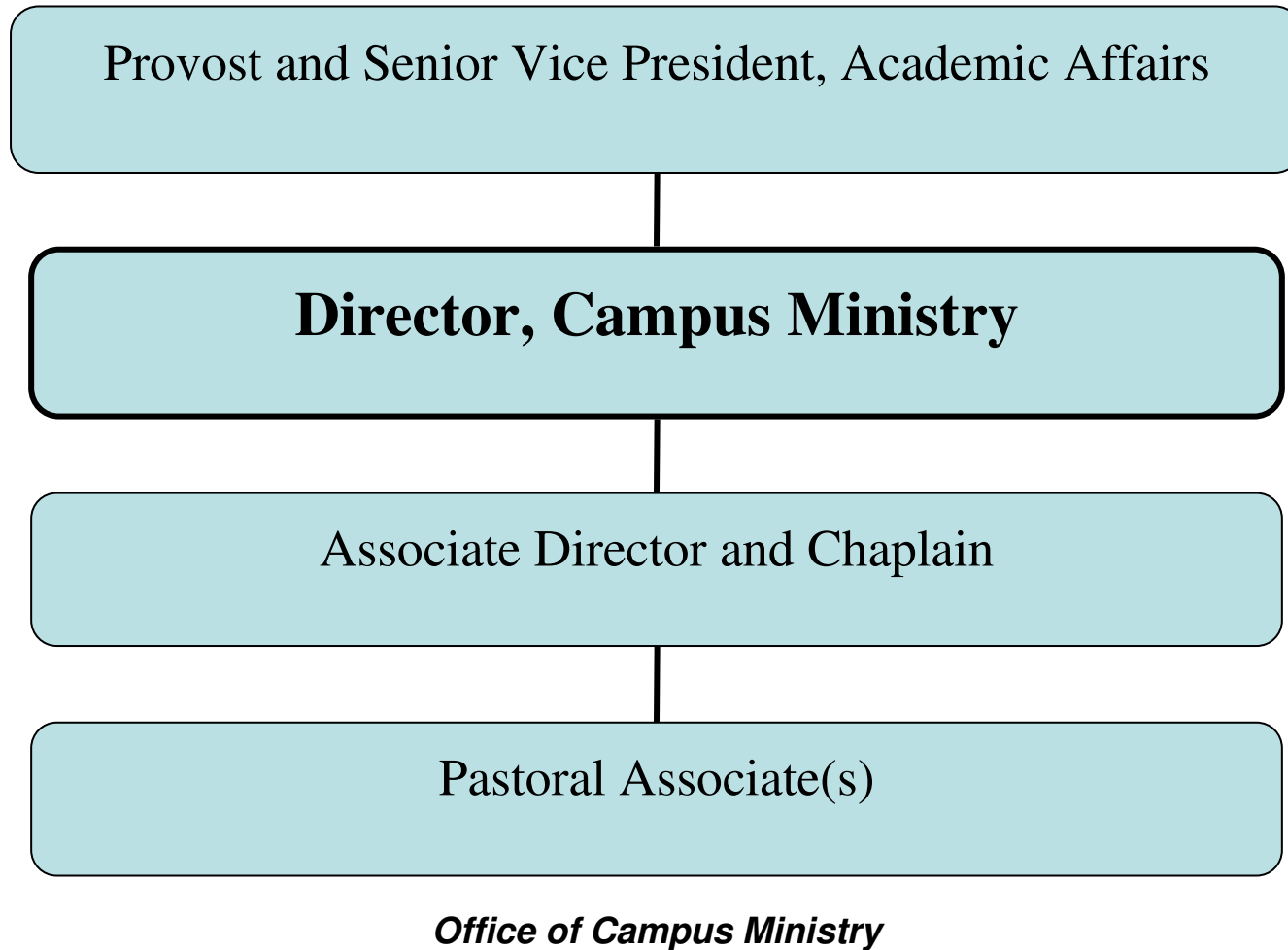
Center for the Advancement of Teaching

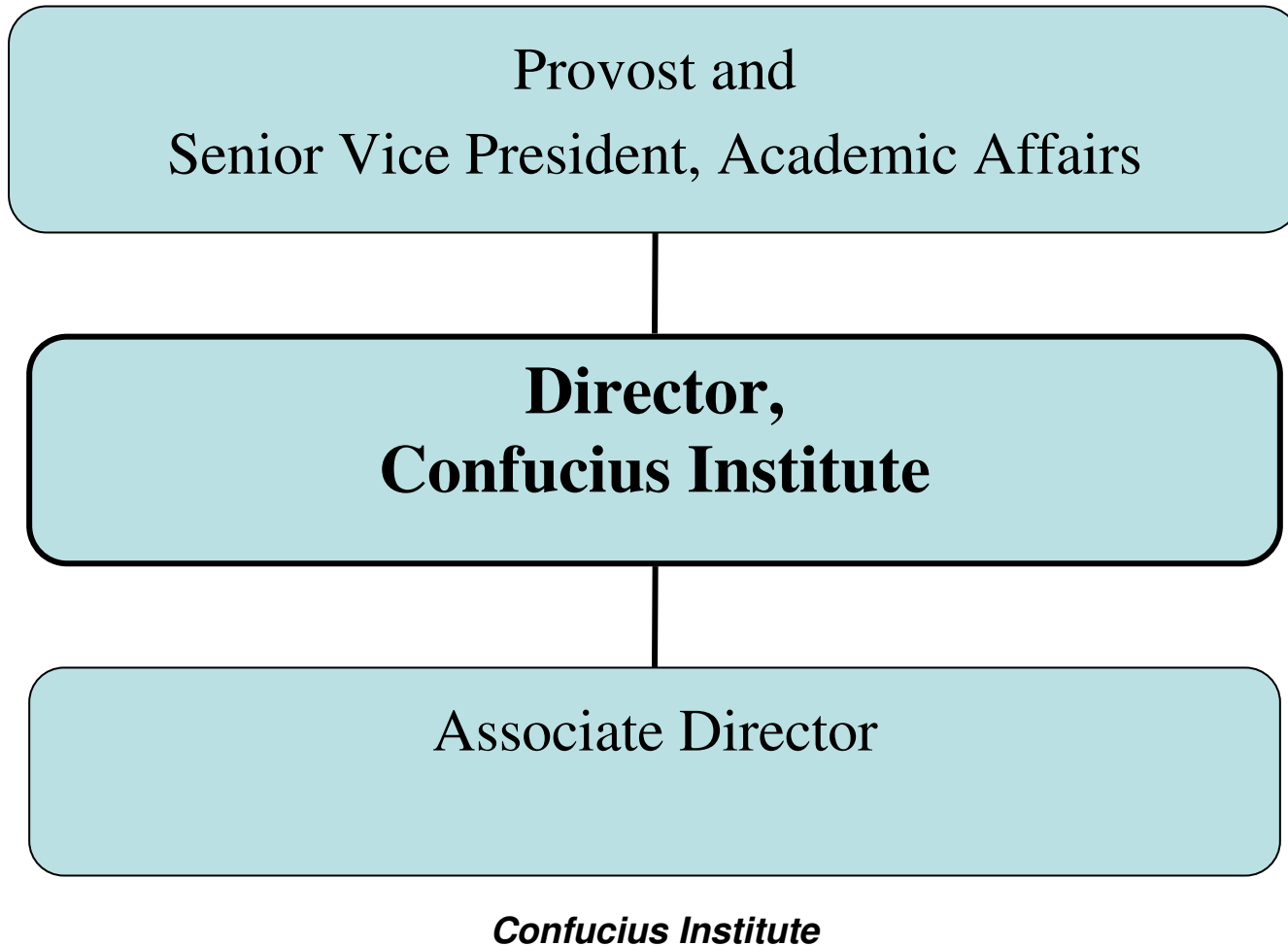


Career Advancement Center









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APPENDIX B: UNIVERSITY ACADEMIC ASSEMBLY OF XAVIER UNIVERSITY OF LOUISIANA CONSTITUTION

Article I

Purpose of this Organization

Recognizing the interdependence of the constituent members of the University community (The Board of Trustees, the administration, the faculty, and the students), the faculty of Xavier University of Louisiana in this constitution accepts primary responsibility for policy and decision-making in the following areas: curriculum, subject matter and methods of instruction research, faculty welfare, aspects of student life which relate directly to the educational process, and the granting of degrees. The faculty further accepts co-responsibility for policy making in the areas of long range planning, utilization of physical facilities, budgetary planning, selection of primary administrative and academic officers, and the determination of faculty status. These responsibilities and power shall be exercised by the faculty according to this constitution.

Article II

Membership (See Amendment)

There shall be two (2) categories of membership in this University Academic Assembly, voting and non-voting.

The voting members shall consist of the following basis:

- a. Personnel employed on a full-time teaching basis.
- b. Personnel who in addition to part-time teaching are employed by the university on a full-time basis in another capacity.
- c. Chairs of academic departments and Deans of colleges of schools.
- d. Chairs of administrative departments (President, Executive Vice president, Treasurer, Vice President for Academic Affairs, Dean of Students, Director of Development, Director of Planning, Director of Guidance and Counseling, Dean of Admissions.
- e. Professional librarians who are employed on a full-time basis.
- f. The duly elected president and vice president of the student body of Xavier University.

Non-voting members shall include all other professional staff members not specifically included above whose responsibilities are directly supportive of the educational process such as, but not necessarily limited to, the areas of personnel, financial aid, student records,

institutional research, computer services, university relations, directors of special academic programs, etc.

Article III

Office

Section 1. Presiding Officer (See Amendment)

- a. The President of the University shall serve as the chair for Assembly meetings;
- b. The Executive Vice President of the University shall perform the duties of the Chair in the event of absence, death or disability of the president;

Section 2. Secretary

- a. The Secretary shall be elected from the membership by a vote of the Assembly. The term of office shall be two years.
- b. The Secretary shall transcribe all official actions of this Assembly and maintain these as minutes of this body.
- c. The Secretary shall distribute notices of all regular meetings at least one week prior to the meetings. These notices should include the agenda and, whenever possible, a detailed report of the proposals to be voted upon at the meeting.
- d. The Secretary shall distribute copies of the minutes of prior meetings to all members before the meeting at which they are to be approved.
- e. Approved Assembly resolutions may be made available to non-members at the discretion of the Assembly.
- f. Secretary of the Assembly shall serve as secretary of the Coordinating Committee.

Article IV

Meetings

Section 1. Frequency (See Amendment)

- a. The first regular meeting of each academic year shall take place before the start of classes in the Fall semester. Thereafter, regular meetings shall ordinarily be held once every other month on a day to be determined by the Coordinating Committee. Only in extraordinary circumstances shall a meeting be called during the summer or any recess. In such a case the secretary of the Assembly shall ensure that all members receive adequate notice. All the provisions of this article shall apply to special meetings described below.
- b. Special meetings may be called by the President or at the request of the Coordinating Committee at any time during the fall and spring semesters on one week's written

notice. The chair shall call a special assembly meeting at the written request of twenty-five members of the voting members as defined in Article II.

- c. The Coordinating Committee may distribute ballots to the voting members and ask for a written vote on a matter of business which arises between regularly scheduled meetings.

Section 4. Attendance

All Assembly members are expected to attend meetings. Part-time faculty and staff are urged to attend whenever possible.

Section 5. Quorum

A quorum shall consist of fifty percent of the voting membership as defined in Article II, excluding those on leave of absence or sabbatical leave. (See Amendment)

Section 6. Procedure (See Amendment)

- a. All meetings shall be conducted in accordance with accepted parliamentary procedure. Robert's Rules of Order Revised shall be the final authority except where it may contradict any provision of this constitution.
- b. The president of the University, acting as chair of Assembly, shall appoint the parliamentarian before the first regular meeting of each academic year.
- c. Questions shall normally be decided by voice vote, or if the results of a voice vote are challenged, by a show of hands. Elections and any choice of person by name shall be by written ballot. A written ballot or roll call shall also be taken on any question upon request of five (5) voting members, or at the discretion of the chair. There shall be no proxy voting.
- d. All major business and recommendations which affect the total educational process shall be presented to the Academic Assembly for its approval. The Assembly may refer questions back to the appropriate committees for further study.
- e. Only those recommendations presented to the Coordinating Committee to be placed on the agenda of the scheduled Assembly meeting shall be voted at that meeting.
- f. Student non-members will ordinarily not be present at Assembly meetings but shall be invited to explain student originated recommendations and may request of the Coordinating Committee attendance at specific meetings for specific parts of the agenda.

Article V

Implementation of Assembly Policy

Action of the Assembly shall become University policy unless implementation is specifically enjoined by the President of the University. The suspension of any action shall be announced as soon as possible after the vote is taken, and in any case no later than the next regular meeting, and shall be entered in the minutes together with the original action. The President shall then explain his reasons for the decision at the next Assembly meeting, or at a special meeting called for this purpose. If a majority of the membership does not accept the veto of the President, they shall have the right of appeal to the Board of Trustees.

Article VI

Coordinating Committee

Section 1. Purpose

The purpose of the Coordinating Committee shall be to act as an organizing and facilitating body. It shall receive the recommendations of the administration, the recommendations of any study body, the recommendation of any standing council or committee, as well as those which are initiated by a faculty organization. Members may present in writing a recommendation to this Committee in order to have it considered for presentation to the total membership.

Section 2. Composition and Eligibility

- a. This Committee shall be composed of a total of eight (8) members, two (2) teaching members who have both faculty rank and one year of service at the University, the President or his representative, the Vice President for Academic Affairs, the Secretary of the Assembly, the Chair of the Coordinating Committee, and the President and Vice President of the Faculty Association.
- b. The two (2) members of the teaching faculty of this Coordinating Committee shall be elected by the voting membership of the Assembly at any meeting called for this purpose wherein at least 50% of the voting membership is present and voting. (see amendment)
- c. Elected members of this Committee shall serve a two (2) year term.
- d. In the first election effecting membership on this Committee, the secretary of the Assembly and one of the teaching faculty members shall be elected to a one-year term.
- e. In the event that an elected member of the Committee resigns, there shall be an election to fill his or her term on the committee. If the term that is being filled is a one year unexpired term, the member elected to fill this term shall be eligible for re-election to a two-year term. The election procedure shall be the same as that

described in this section with the exception that the number of names appearing on the second ballot shall depend upon the number of unexpired terms to be filled. If one member is to be elected, each voting member shall choose one name from the list of eligible members of the faculty. Those (not more than two) receiving the most votes shall be placed on a second ballot. If two members are to be elected, each voting member shall choose two names from the list of eligible members of the faculty. Those (not more than four) receiving the most votes shall be placed on a second ballot.

Section 3. Election of the Chair of the Coordinating Committee

The chair of the Coordinating Committee shall be elected by the voting membership as described in section 2 (b) above and shall serve a two year term of office. Only a teaching member of the Assembly who has faculty rank and at least a year's service to the University is eligible to serve as chair of the Coordinating Committee.

Section 4. Meetings

- a. Regular meetings shall ordinarily be held once a month on a day to be determined by the Committee. The chair of the Committee may call special meetings at any time he or she deems necessary.
- b. A quorum shall consist of a simple majority of the members of the Committee.

Section 5. Duties of the Committee

- a. The Coordinating Committee shall prepare the agenda for the Assembly meetings by collecting and organizing all motions passed by the other committees which are necessary for submission to the Assembly, together, whenever possible, with the rationales for these motions. The secretary shall distribute this agenda to the membership a week before the meeting.
- b. This Committee shall be empowered to transact the minor business matters which arise between scheduled Assembly meetings and, which need immediate attention. However, resumes of such action shall be distributed to the voting membership within one week, and if twenty-five members of the voting membership think that the matter transacted is of such import that the Assembly should have been consulted on the decision made, they may present a formal written protest to the Committee which in turn shall present the protest and matter at hand to the Assembly.
- c. This Committee shall receive reports of major failures to implement policies approved by the Assembly and, if the majority of the Committee deems it advisable, shall pursue such complaints with the personnel involved.
- d. This Committee shall function as a body for consultation by the administration for all major administrative decisions in the areas of co-responsibility as outlined in Article I.

- e. This Committee shall function as a nominating committee for faculty service on University committees.
- f. A sub-committee of this Committee will be elected by the committee to serve as a forum for concerns of any kind which an individual faculty member may wish to report. This sub-committee will also serve as a direct liaison with any operative faculty organization. The chair of the Coordinating Committee shall serve as chair of this sub-committee.

Article VII

Amendments to the Constitution

1. After final adoption of the Constitution, as amended, amendments may be submitted by any voting member as defined in Article II. Such amendments shall be in writing and shall specify the precise passage to be amended and the exact wording to be substituted. They shall be distributed to all members by the individual moving the amendment, at least two (2) weeks prior to the meeting at which they are to be voted on. They shall be effective on the affirmative vote of two-thirds of the voting Assembly, and on the approval of the Board of Trustees.

Amendment on Quorum

(Passed by University Academic Assembly December 7, 1976)

A quorum shall consist of forty percent of the voting membership as defined in Article II, excluding those on leave of absence or sabbatical leave.

Amendment on Membership

(Passed by University Academic Assembly April 8, 2008)

There shall be two (2) categories of membership in this University Academic Assembly, voting and non-voting.

The voting members shall consist of the following basis:

- a. Full-time faculty.
- b. Personnel who in addition to part-time teaching are employed by the university on a full-time basis in another capacity.
- c. Chairs of academic departments and divisions, Deans and Associate Deans of colleges and schools and the Dean of Freshman Studies.
- d. Chairs of administrative departments (President, Senior Vice President for Academic Affairs, Senior Vice President for Administration, Senior Vice President for Resource Development, Vice President for Student Services, Vice President for Planning and Institutional Research, Vice President for Technology Administration, Vice President for Institutional Advancement, Vice President for Facilities, Vice President for Fiscal

Services, Associate Vice President for Academic Affairs, Director of Academic Support, Dean of Admissions.

- e. The duly elected president and vice president of the Student Government Association

Non-voting members shall include all other professional staff members not specifically included above whose responsibilities are directly supportive of the educational process such as, but not necessarily limited to, the areas of personnel, financial aid, student records, counseling, institutional research, information technology, university relations, directors of special academic programs, etc.

Amendment on Office – Presiding Officer

(Passed by University Academic Assembly April 8, 2008)

- a. The President of the University shall serve as the chair for Assembly meetings;
- b. The Senior Vice President for Academic Affairs shall perform the duties of the Chair in the event of absence, death or disability of the president.

Amendment on Meetings – Frequency

(Passed by University Academic Assembly April 8, 2008)

- a. The first regular meeting of each academic year shall take place before the start of classes in the Fall semester. Thereafter, regular meetings shall ordinarily be held once every other month on a day to be determined by the Coordinating Committee. Only in extraordinary circumstances shall a meeting be called during the summer or any recess. In such a case the secretary of the Assembly shall ensure that all members receive adequate notice. All the provisions of this article shall apply to special meetings described below.
- b. Special meetings may be called by the President or at the request of the Coordinating Committee at any time during the fall and spring semesters on one week's written notice. The chair shall call a special assembly meeting at the written request of twenty-five members of the voting members as defined in Article II.
- c. The Coordinating Committee may distribute ballots to the voting members and ask for a written or electronic vote on a matter of business which arises between regularly scheduled meetings.

Amendment on Meetings – Procedure

(Passed by University Academic Assembly April 8, 2008)

- a. All meetings shall be conducted in accordance with accepted parliamentary procedure. Robert's Rules of Order Revised shall be the final authority except where it may contradict any provision of this constitution.
- b. The president of the University, acting as chair of Assembly, shall appoint the

- parliamentarian before the first regular meeting of each academic year.
- c. Questions shall normally be decided by voice vote, or if the results of a voice vote are challenged, by a show of hands. Elections and any choice of person by name shall be by written or electronic ballot. A written ballot or roll call shall also be taken on any question upon request of five (5) voting members, or at the discretion of the chair. There shall be no proxy voting.
 - d. All major business and recommendations which affect the total educational process shall be presented to the Academic Assembly for its approval. The Assembly may refer questions back to the appropriate committees for further study.
 - e. Only those recommendations presented to the Coordinating Committee to be placed on the agenda of the scheduled Assembly meeting shall be voted at that meeting.
 - f. Student non-members will ordinarily not be present at Assembly meetings but shall be invited to explain student originated recommendations and may request of the Coordinating Committee attendance at specific meetings for specific parts of the agenda.

Amendment on Coordinating Committee – Composition and Eligibility

(Passed by University Academic Assembly April 8, 2008)

- a. This Committee shall be composed of a total of eight (8) members, two (2) teaching members who have both faculty rank and one year of service at the University, the President or his representative, the Senior Vice President for Academic Affairs, the Secretary of the Assembly, the Chair of the Coordinating Committee, and the President and Vice President of the Faculty Association.
- b. The two (2) members of the teaching faculty of this Coordinating Committee shall be elected by the voting membership of the Assembly at any meeting called for this purpose wherein at least 50% of the voting membership is present and voting. (see amendment)
- c. Elected members of this Committee shall serve a two (2) year term.
- d. In the first election effecting membership on this Committee, the secretary of the Assembly and one of the teaching faculty members shall be elected to a one-year term.
- e. In the event that a faculty member is unable to complete his/her elected term on the committee, the University Academic Assembly Coordinating Committee will appoint a qualified faculty member to serve until a time that a new member is elected to complete the unexpired term. Such election will take place as part of the regularly scheduled annual University Academic Assembly elections.

APPENDIX C: FACULTY ASSOCIATION HISTORY

The Constitution of the Faculty Association was adopted by the Faculty Association in the Fall of 1974. Substantially this Constitution was contained in a document written in the spring and summer of 1974 by a committee composed of the president of the University and three faculty members. That earlier document also contained substantially what became the Constitution of the University Academic Assembly. Both organizations were already existing and functioning in 1974.

At the request of the faculty the two organizations are kept separate instead of establishing a single organization with two parts as had been envisioned in the earlier document. Nonetheless, to understand the purpose of the Faculty Association as well as the way it actually functions, it is important to be aware of its relationship to the University Academic Assembly.

The Faculty Association, as such, has no official power outside the organization. It is intended as a place where individual faculty can explore with peers even tentative ideas, positions and problems in an atmosphere which might not be as free if the administration were officially present. It is also expected to uncover any consensus, which might be present in the group.

The University Academic Assembly is the academic policymaking body for this University. The president of the University does not have academic policy-making power. He does have veto power over the actions of the Assembly and the Assembly has the power to appeal a veto to the Board of Trustees.

It is important to distinguish the two committees: the Executive Committee of the Faculty Association and the Coordinating Committee of the University Academic Assembly. Each is responsible for setting the agenda for its respective meetings. It is through the faculty members who have membership on both committees that the connection between the two organizations takes place.

Anyone, including students and staff, has the right to ask the Coordinating Committee to consider an academic item for inclusion on the agenda of the University Academic Assembly. However, ordinarily, at least the majority of the items on the agenda of the Coordinating Committee are set by the faculty members of that Committee at meetings of the Executive Committee of the Faculty Association of which they are also members. This assures the Faculty Association that it has access to the president's Office. At the same time this policy assures the President and Vice President for Academic Affairs that they will be informed of those issues of concern to the faculty.

(The above describes the de facto, four year historical functioning of the Faculty Association and the University Academic Assembly. It is also a fact, however, that there is no formal,

explicit, constitutional connection between the two organizations. This means that unless the same people are elected at the meetings of both organizations there is not necessarily any coordination. It is clearly possible to have a situation in which no faculty person holds a position of leadership in both organizations.)

APPENDIX D: FACULTY ASSOCIATION OF XAVIER UNIVERSITY OF LOUISIANA CONSTITUTION

Article I

Definition of the Voting Faculty

The voting members shall consist of the following:

- a. Teachers employed on a full time basis.
- b. Teachers who in addition to part-time teaching are employed by the University on a full-time basis in another capacity.
- c. Chairperson of academic departments.
- d. Full time professional librarians.

Article II

Officers

Section 1. The officers of the organization shall be President, Vice President, Secretary and Treasurer.

Section 2. Except for the first year (1974-1975), officers shall be elected at the April meeting of the Faculty Association.

Section 3. The officers shall be elected for two years by a majority vote.

Section 4. In filling any vacant office in this organization the following criteria shall be applied in the order given to the results of the election for the Executive Committee of the X.U. Faculty Association.

- a. The first person elected, or if more than one individual is elected on the same ballot,
- b. The person with the highest number of votes, or in the event of a tie,
- c. The person longest in teaching service at this University.

Article III

Faculty Meetings

Section 1. Secretary

- a. The Secretary shall distribute notices of all regular faculty meetings at least one week prior to the meetings. These notices should include the agenda and, whenever

- possible, a detailed report of the proposals to be voted upon by the faculty at that meeting.
- b. The Secretary shall distribute copies of the minutes of prior meetings to all members of the faculty before the meeting at which they are to be approved.
 - c. Resolutions of the faculty may be made available to non-members at the discretion of the Executive Committee.

Section 2. Frequency

- a. The first regular faculty meeting of each academic year shall take place the month after the start of classes in the fall semester. Thereafter, regular meetings shall ordinarily be held once every other month on a day to be determined by the Executive Committee. Only in extraordinary circumstances shall a faculty meeting be called during the summer or any recess. In such a case the Secretary of the faculty shall ensure that all faculty members receive adequate notice. All the provisions of this article shall apply to any such extraordinary meetings
- b. Special meetings of the faculty may be called by the Executive Committee at any time during the fall and spring semesters on one week's written notice. The President of the Faculty Association shall call a special faculty meeting at the written request of twenty-five members of the voting faculty as defined in Article II.

Section 3. Quorum

A quorum shall consist of one-third of the voting faculty as defined in Article I excluding those on leave of absence or sabbatical leave. (See Amendment I.)

Section 5. Procedure

- a. All meetings shall be conducted in accordance with accepted parliamentary procedure. Robert's Rules of Order Revised shall be the final authority except when it may contradict any provision of this constitution;
- b. The President of the Faculty Organization shall appoint the parliamentarian before the first regular faculty meeting of each academic year;
- c. Questions shall normally be decided by voice vote, or, if the result of a voice vote is challenged, by a show of hands. Elections and any choice of person by name shall be by written ballot. A written ballot or roll call shall also be taken on any question upon request of five (5) voting members, or at the discretion of the chair. There shall be no proxy voting at any meeting of the faculty;
- d. Only those recommendations presented to the Executive Committee to be placed on the agenda of the scheduled faculty meeting shall be voted on at that meeting.

Article IV

Executive Committee

Section 1. Purpose

The purpose of the Executive Committee is to serve as the representative of the faculty organization between meetings. It shall receive the recommendations of the administration, the recommendations of any study body, the recommendations of all Standing Committees, as well as those, which are initiated by a faculty group. Faculty members may present in writing a recommendation to this Committee in order to have it presented to the total voting faculty.

Section 2. Composition and Eligibility (See Amendment II)

- a. This Committee shall be composed of the officers of the Association and six (6) members of the voting faculty who must have been employed at Xavier University for one year.
- b. The president is EX officio Chair of the Executive Committee.
- c. Members of this Committee shall be elected for two (2) year terms. All members are eligible for re-election.
- d. In the, first election of this Committee, one-half of the elected members shall be elected for the regular two-year term. Elections shall be held no later than May 1. An election committee composed of three persons appointed by the Chair of the Executive Committee shall distribute a list of all eligible members of the faculty to the voting faculty.
- e. In the event that an elected member of this Committee resigns, there shall be an election to fill his/her term on the Committee. If the term that is being filled is a one-year unexpired term, the member elected to fill this term shall be eligible for reelection to a two-year term. The election procedure shall be the same as that described in this section with the exception that the number of names appearing on the second ballot shall depend upon the number of unexpired terms to be filled. If one member is to be elected, each voting member shall choose one name from the list of eligible members of the faculty. Those (not more than two) receiving the most votes shall be placed on a second ballot. If two members are to be elected, each voting member shall choose two names from the list of eligible members of the faculty. Those (not more than four) receiving the votes shall be placed on a second ballot.

Section 3. Meetings

- a. Regular meetings shall ordinarily be held once a month on a day to be determined by the Committee. The Chair of the Committee may call special meetings at any time he or she deems necessary;

- b. A quorum shall consist of simple majority of the members of the Committee.

Section 4. Duties of the Committee

- a. The Executive Committee shall prepare the agenda for the total faculty meeting by collecting and organizing all motions passed by the other committees for submission to the total faculty, together with the rationales for these motions. The secretary shall distribute this agenda to the total faculty a week before the meeting.
- b. This Committee shall be empowered to transact the minor business matters which arise between scheduled faculty meetings and which need immediate attention. However, resumes of such action shall be distributed to the voting membership within one week, and if ten members of the faculty think that the matter transacted is of such import that the total voting faculty should have been consulted on the decision made, they may present a formal written protest to the Committee which in turn shall present the protest and the matter at hand to the total voting faculty.
- c. This Committee shall receive reports of major failures to implement policies approved by the faculty and, if the majority of the Committee deems it advisable, shall pursue such complaints with the personnel involved.
- d. This Committee shall function as a body for consultation by the administration for all major administrative decisions.

Article V

Amendments to the Constitution

After final adoption of the Constitution, as amended, amendments may be submitted by any member of the voting faculty as defined in Article I. Such amendments shall be in writing and shall specify the precise passage to be amended and the exact wording to be substituted. They shall be distributed to all members of the faculty, by the individual moving the amendment, at least two (2) weeks prior to the meeting at which they are to be voted on. They shall be effective on the affirmative vote of two-thirds of the faculty present.

Amendment I

No Quorum shall be required to vote on a motion which has been announced in an agenda and mailed to the faculty at least seven (7) days prior to any meeting.

Amendment II

The Executive Committee of the Faculty Associate comprises the positions listed below, each is for a two-year term, with a two-term limit. Individuals who have served two terms in a given position may run for a different Executive Committee post for which the individual is eligible when the term limit expires. The positions are:

- President (serves ex-officio on the Coordinating Committee of the University Assembly);
- Vice President (serves ex-officio on the Coordinating Committee of the University Assembly);
- Secretary/Treasurer
- One representative from each division of each college (under the organization of the university current at this writing, there are two divisions in the College of Pharmacy and six in the College of Arts and Sciences), and one representative from the library faculty. If no one from a division or from the library is available to serve as the representative, the position is filled by an at-large representative for the duration of the two-year term, and an election for a representative from the given division or from the library will take place at the end of the term.

Only tenured members of the faculty are eligible to serve as President or Vice President.

If either the President or the Vice President is unable to complete a term, an election will be held to fill the vacancy for the remainder of the unfinished term.

If the Secretary/Treasurer, a division representative, or the library representative is unable to complete a term, the Executive Committee will appoint an eligible individual to fill the vacancy for the remainder of the unfinished term.