

FranklinPierce

UNIVERSITY

College of Graduate & Professional Studies

FRANKLIN PIERCE UNIVERSITY

COLLEGE OF GRADUATE AND PROFESSIONAL STUDIES

FACULTY PROTOCOL (2016-2018)

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COLLEGE OF GRADUATE AND PROFESSIONAL STUDIES
FACULTY PROTOCOL

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University Mission

Franklin Pierce University embraces an education that matters: one that achieves academic success through the integration of liberal arts and professional programs. Our community of educators and learners creates an environment that fosters intellectual curiosity and encourages experiential and applied learning. A Franklin Pierce experience enables each student to discover and fulfill his or her own unique potential. We prepare students to become confident, knowledgeable individuals and leaders of conscience.

Purpose of the Protocol

The purpose of the CGPS Faculty Protocol is to develop a clear and explicit alignment between the needs of a strong and vibrant faculty and the ability of the institution to achieve its mission. General terms of employment are addressed in the Franklin Pierce University Administrative Policy Manual.

The protocol has four primary goals:

1. To set expectations and inform full-time and part-time faculty regarding their relationship with the administration as well as their relationship with the University.
2. To provide easily accessible information associated with important issues including faculty rank, promotion, and changes in contract status.
3. To set forth expectations concerning the work of the full-time faculty: Teaching, Institutional Service, Advising, and Scholarship.
4. To provide the foundation for agreement between faculty and administration in how to help the University meet its mission.

SECTION ONE: THE WORK OF THE FACULTY

FULL-TIME FACULTY

Full-time faculty members are expected to devote their time and efforts to four areas: Teaching, Institutional Service, Advising, and Scholarship. While Franklin Pierce University is an institution that emphasizes excellent teaching and expects faculty members to spend most of their time on that endeavor, the University requires its full-time faculty members to commit to: Institutional Service, Advising, and Scholarship as well.

As part of each full-time faculty member's annual and/or five year review, they will be evaluated on how well they have fulfilled their responsibilities in these four areas. To be approved for a change in appointment status or an application for promotion in rank, faculty members must demonstrate that they have adequately fulfilled each of these four categories.

Unless hired as adjunct or part time faculty as defined below, CGPS faculty positions are 12 month full-time exempt positions. As full-time employees, CGPS faculty members are expected to devote their full-time efforts to the University. If a full-time faculty member desires to teach at any other degree-granting institution while employed full-time by Franklin Pierce University, he or she must notify the Academic Program Director and the Dean in advance of accepting any offer to another institution and provide the name of the other institution, the

proposed course title, and anticipated dates. Although permission will not be unreasonably withheld, at no time may a faculty member or other employee of Franklin Pierce University use intellectual property belonging to Franklin Pierce University for their work with another university.

Full-time Faculty Presence

The University commits to providing a physical office and computer to facilitate intellectual interactions with students and colleagues and to foster a sense of community. In turn the full-time faculty member is expected to have a regular physical presence at their designated location, as agreed with the Academic Program Director.

Faculty members are required to meet the obligation of the credit hours for each class they teach. In the event of an unavoidable class cancellation, faculty members are required to notify the Academic Program Director and make arrangements to make up the class or content.

Teaching

Quality instruction involves two primary activities: staying current with one's academic discipline, and devoting oneself to reading and experimentation with new pedagogies and/or technological advances in teaching and learning. As Franklin Pierce University endeavors to educate leaders of conscience, it is imperative that the instructors that guide so much of that developmental process are proficient in both of these areas.

Institutional Service

It is the expectation that every full-time faculty member, including academic program directors, will serve on at least one CGPS or Franklin Pierce University standing committee. Faculty members may serve on more than one committee or perform additional institutional service if they so choose. A faculty member's meaningful participation in the admission process for their department may count toward Institutional service as approved by the Academic Program Director and the Dean.

Faculty members are expected to contribute to the advancement of the mission of their department or discipline as well as to that of the University as a whole. In addition, it is expected that full-time faculty members will remain fully immersed in work within their discipline.

Standing committees and ad hoc committees or task forces fulfill the obligation for institutional support. A standing committee has an ongoing charge and function in the shared governance system of the University; e.g., the Faculty Affairs Committee. An ad hoc committee or task force has a focused purpose and a defined timeline and is disbanded when its work is completed. By virtue of their position, faculty members serving in administrative positions may participate in administrative committees. Participation in administrative committees does not count towards institutional service. Standing committees are listed in Appendix A.

Full-time faculty will participate in committee work on a minimum of one CGPS standing committee. Faculty are expected to attend:

- CGPS faculty meetings,
- Department meetings,
- Official University functions including recruitment and outreach functions,

- Annual CGPS Graduation and Awards Ceremonies, and
- University commencement.

If unable to attend any one of these events, faculty members are required to notify their Academic Program Director.

Advising

Faculty members are assigned student advisees according to the needs of the discipline. Informally, students may seek advice from all faculty members, both full-time and adjunct. Faculty members must be available to students during office hours for student appointments, calls and engagements. Faculty member availability and contact information must be posted and available to all advisees. Faculty members must keep the following constituencies in mind as office hours are developed: (1) the needs of current students in assigned classes, (2) the needs of advisees, and (3) the needs of the discipline in student recruitment efforts.

The general responsibility of Faculty advisors includes but is not limited to:

- Advising students on educational plans and progress, which thereby demonstrates commitment to student retention in accordance with program and CGPS requirements.
- Scheduling and holding regular student advising meetings.
- Contacting inactive students to verify timely pursuit of education plans.

In some instances upon the approval of Academic Program Directors, part-time and adjunct faculty may agree to serve as student advisors on a case-by-case basis. See Appendix B for advising best practices.

Scholarship

All full-time faculty members are expected to demonstrate continuous scholarship in their field. To be considered scholarly, the work must meet these three criteria: (a) the work has been made public, (b) the work has been peer reviewed according to accepted disciplinary standards; and (c) the work/results can be reproduced and built upon by other scholars. (Glassick et al)¹.

The College of Graduate and Professional Studies defines scholarship broadly in the context of Scholarship Reconsidered by E. L. Boyer²:

The **Scholarship of Discovery** contributes to the development or creation of new knowledge. This represents the traditional view of research, and is disseminated through publications such as peer-reviewed articles, books, and presentations at scientific meetings.

The **Scholarship of Integration** involves contributions to the critical analysis and review of knowledge within disciplines or the creative synthesis of insights contained in different disciplines or fields of study. This includes activities such as literature reviews, meta-analysis, and the synthesis of the literature from other disciplines and discussion of its significance for the discipline being studied.

¹ Glassick, C.E., Huber, M.T., & Maeroff, G.I. (1997). *Scholarship assessed: Evaluation of the professoriate*. San Francisco: Jossey Bass.

² Boyer, E. L. (1990). *Scholarship reconsidered: Priorities of the professoriate*. New York: Jossey-Bass.

The **Scholarship of Application/Practice** applies findings generated through the scholarship of integration or discovery to solve real problems in the professions, industry, government, and the community. This involves taking findings generated via the scholarships of discovery and integration and applying them to professional practice or teaching and learning.

The **Scholarship of Teaching** contributes to the development of critically reflective knowledge about teaching and learning. It is important to differentiate between the scholarship of teaching and “good” teaching. Each faculty member has an obligation to teach well. The scholarship of teaching is not synonymous with excellent teaching. The attributes associated with scholarship of teaching include classroom assessment and evidence gathering, current ideas about teaching in the field, peer collaboration and review, and inquiry and investigation centered on student learning. It requires faculty members to frame and systematically investigate questions related to student learning, teaching methods and educational theory.

Professional Development

All full-time faculty members are expected to demonstrate continuous professional development in their field. Full-time faculty members are expected to demonstrate excellence in the classroom and to produce a portfolio of peer reviewed professional development activities, scholarship and service that reflect the Boyer model. These professional activities may include presentations, publications or other documentation confirming professional contribution to the field of knowledge or practice (e.g., consulting, service to professional organizations).

The spirit of our degree programs emphasizes institutional and creative activities as essential components of faculty professional development. These activities relate directly to the mission of the University academic programs, and the preparation of leaders of conscience.

Full-time Faculty Teaching Load

The Academic Program Director determines in advance of the new academic year each faculty member’s annual teaching load. Teaching load for full-time faculty teaching in the DPT and PA programs is determined by the Academic Program Director in consultation with the Dean. Full-time faculty in other programs are expected to teach 24 credit hours or its equivalent in the academic year. For those who teach exclusively in the graduate area, those hours are typically distributed throughout all four graduate terms. For full-time faculty who teach in both graduate and undergraduate areas, the 24 credit hour load is distributed between both the six undergraduate terms and the four graduate terms.

Occasionally, full-time faculty may want to schedule their teaching load in such a way that they teach in three terms, allowing them to devote themselves to scholarly activities/projects in the fourth term. In such instances, faculty must request approval of this arrangement in advance of the academic year from the Academic Program Director with final approval from the Dean. During this term, the faculty member is expected to continue to meet all ongoing faculty responsibilities including advising, faculty meetings, governance, committee work, and other activities. This method of scheduling a faculty member’s courses is not considered a sabbatical.

Teaching under-enrolled courses will count toward a full-time faculty member’s teaching load where possible. In addition, working on directed or independent studies, DPT, Nursing, and PA clinical practice expectations, supervising internships, student teaching, and dissertation

responsibilities may count toward teaching loads at the discretion of the Academic Program Director in consultation with the Dean.

In order for faculty to meet their scholarship and service obligations, full-time faculty will not teach more than six credit hours beyond their expected workload per academic year. In such cases where full-time faculty are allowed to teach more than 24 credit hours in an academic year, written approval must be given by the Academic Program Director in consultation with the Dean.

Academic Program Director Teaching Load Release

Academic program directors are considered faculty with regard to this CGPS Faculty Protocol, but will typically receive a teaching load release to attend to departmental administrative responsibilities. The teaching load release will be determined annually in consultation with the Dean and Provost.

Under-enrolled Courses

The University reserves the right to cancel under-enrolled courses. Should the under-enrolled course be granted permission to run, it is expected that the course will be counted towards meeting a full-time faculty member's teaching load. If the Academic Program Director chooses not to allow this teaching assignment to be applied toward the faculty's teaching load, the faculty may choose to either not teach the course or be compensated in accordance with the pay schedule. This decision will be made one week before the beginning of the CGPS term.

Teaching Load Not Met

In the event that a faculty member is unable to teach their contract credit hour requirement through no fault of their own (i.e. under-enrolled courses, courses not available to teach), the Academic Program Director in consultation with the Dean may make an additional assignment for the academic year or may agree to an increase in future terms' course loads if such an increase is consistent with the program in the faculty member's area(s) of expertise. In addition, the faculty member may be awarded a non-teaching activity, as determined jointly by the faculty member, Academic Program Director, the Dean, and approved by the Provost to meet teaching load requirements. This may include opportunities such as creation of new programs, courses, online course shells, and other academic activities as a substitute for teaching one or more courses.

At no time will current salary be reduced as the result of unmet teaching load requirements.

Sabbatical Leave

Full-time faculty members are eligible for sabbatical leave after six years of full-time uninterrupted employment. Any personnel decision such as sabbatical leave will depend on the availability of University resources and faculty to provide coverage for the requesting faculty member's responsibilities. To begin the process, the faculty member must notify the Academic Program Director in writing of intent to apply for sabbatical leave by May 31. Sabbaticals are offered at either a full year (half pay) or half year (full pay). For procedures, timeline, and specific dates please see Appendix C and visit the CGPS Faculty Affairs Committee page located on the Academic Affairs page of eRaven (Appendix E).

PART-TIME AND ADJUNCT FACULTY

Part-time faculty are contracted for a percentage of their time and may be asked to perform duties such as advising and accreditation reports that are in addition to any assigned teaching load. Adjunct faculty are contracted to teach specific courses on a term-by-term basis. The University expects its Adjunct and Part-time faculty to focus their work for the University on the teaching and learning process for their students. That is, Franklin Pierce University expects these individuals to stay current in their academic discipline and to bring the highest quality pedagogical experience to the classroom. From time to time the University may engage these individuals to work on special projects, programs and academic committees.

SECTION TWO: FACULTY RANK AND APPOINTMENT

FACULTY RANK

Full-time faculty members will be hired at a rank commensurate with their qualifications.

Instructor

Full-time faculty without a terminal degree or part-time faculty with or without a terminal degree will be appointed at the instructor level. See Appendix D for a list of terminal degrees per discipline.

Assistant Professor

The faculty member must hold the appropriate terminal degree for their area when the application for promotion in rank is submitted, have demonstrated effectiveness as a teacher and advisor, provide evidence of institutional service and conduct scholarly/creative work in their field to be considered for promotion to Assistant Professor.

At the discretion of the Provost in consultation with the Dean, part-time faculty members who hold substantial qualifications and who are .5 FTE or greater may be granted the title of Assistant Professor.

Associate Professor

The faculty member must hold the appropriate terminal degree for their area when application for promotion in rank is submitted, will have completed at least five years of full-time college/university teaching experience, four of which must be at Franklin Pierce University. The faculty member must be able to demonstrate ongoing proficiency as a teacher and advisor, have a record of effective institutional service as well as have a record of scholarly/creative work in his/her field to be considered for promotion to Associate Professor.

Professor

The faculty member must hold the appropriate terminal degree when application for promotion in rank is submitted, completed at least five years of employment as a faculty member at Franklin Pierce University at the rank of associate professor and have seven years of full-time college/university teaching experience to be considered for promotion to Professor.

The faculty member must be able to demonstrate exemplary teaching and advising, must have a record of exceptional scholarly/creative work in his/her field, and must have a record of productive institutional service.

Visiting Faculty Member

A visiting faculty member will be hired at a rank commensurate with the individual's qualifications. The normal teaching load for a visiting faculty member is consistent with other full-time faculty within their department. Visiting faculty members are expected to fulfill the teaching, advising and institutional service obligations of full-time faculty as described above. Faculty members in this category are appointed annually for a maximum of two years. Visiting faculty members may apply for full-time faculty positions for which they have the appropriate qualifications.

Part-Time Faculty

Part-time faculty members must hold at minimum a master's degree (specialty certification or doctoral degree preferred). Any exceptions must be approved by the Dean. The definition of a part-time faculty is a faculty member who is hired into a designated part-time position with less than a full-time equivalency (FTE) but has a specifically defined course load, holds office hours and may be assigned committee work as part of their annual contract. The position of part-time faculty normally holds the rank of an instructor and is not eligible for rank promotion. Part-time faculty members may apply for full-time faculty positions for which they have the appropriate qualifications.

Faculty who once held full-time positions with Franklin Pierce University, but resigned and returned as part-time faculty, may retain their faculty title.

Adjunct Faculty

Adjunct faculty members must hold at minimum a master's degree (specialty certification or doctoral degree preferred). Any exceptions must be approved by the Dean. Adjunct faculty appointments are on a term-by-term basis to teach specific courses and are employed at the will of the University and are not eligible for University benefits. Appointment to committees and special assignments may be on either a voluntary or on a task-compensated basis. Adjunct faculty members are welcome to attend faculty meetings as nonvoting members and to take part in professional development offerings. Adjunct faculty shall hold the rank of instructor and are not eligible for promotion in rank, but may apply for full-time faculty positions for which they have the appropriate qualifications.

Affiliate Faculty

Academically qualified individuals providing teaching or research services to the College of Graduate and Professional Studies may be recognized with the title of Affiliate faculty. Such individuals may serve one or more academic programs in the capacity of guest lecturer, clinical preceptor (fieldwork supervisor), and/or researcher. Contributions must be substantial in nature and ongoing. Individuals awarded Affiliate faculty status may provide services on a voluntary basis, receive a stipend, or some combination thereof depending upon the nature of their responsibilities. Appointment proposals are initiated by the Academic Program Director with consideration of past and anticipated service contributions, as well as academic

qualifications. Recommendations are then made to the Dean for consideration of an annual appointment. If approved, recipients will receive a certificate of appointment. Review of the appointment will be conducted by the Academic Program Director annually leading to a recommendation to the Dean regarding reappointment. Affiliate faculty are not awarded academic rank. Additional benefits of appointments may include library privileges, continuing education credits, etc. as determined by the Dean in consultation with University authorities.

University Employees

University exempt employees whose primary role is other than that of a full-time faculty member, but who wish to teach a course within CGPS, shall be considered Adjunct faculty and must have prior written approval from their supervisor submitted to the Academic Program Director. It is understood that any requested course will not be approved if the course is scheduled to be held during business hours as the employee is expected to be performing his/her job. Full-time University employees will not be approved to teach more than six credits for the University per year.

FACULTY APPOINTMENT, REAPPOINTMENT, ROLLING APPOINTMENT, NON-ROLLING APPOINTMENT, NON-REAPPOINTMENT AND TERMINATION

Hiring of New Faculty Members

When a request to hire a faculty member to a full-time position is granted by the University, it will be the responsibility of the Dean in consultation with the Human Resources Department to organize a search committee. Such committees consist of at least three full-time CGPS faculty members headed by the Academic Program Director or their designee of the discipline. It is strongly encouraged that member selection reflects the diversity criterion and includes faculty from other disciplines.

Full-time faculty appointments will follow the University search and hiring process. The specific guidelines for the search can be found on the Human Resources website. A member of the Human Resources Department will meet with each search committee to review the search guidelines and provide assistance with the search process in accordance with the established employment policies and procedures.

The hiring decision will be made by the Provost, based on recommendation by the Dean. The Provost may delegate to the Dean the authority to make a verbal offer of appointment to the selected faculty candidate as directed in the recruitment policy. All future offers of employment shall be in accordance with the reappointment process stated in this document.

Appointment of New Faculty Members

Academic appointments of new full-time faculty members with a terminal degree, (as defined in Appendix D) may be hired at the Assistant Professor, Associate Professor, or Professor rank. Determination of rank at the point of hire is recommended by the Academic Program Director and approved by the Dean and the University Provost. Any exceptions to faculty rank and appointment require approval from the Provost.

Full-time faculty are normally hired on a one-year contract; this progresses to a two-year rolling appointment and finally to a three-year rolling appointment according to the guidelines set

forth below. Standing for a rolling appointment provides the University the opportunity to evaluate the faculty member. Earning a rolling appointment provides the faculty the advantage of job security as a new contract is issued every year. For example, if a faculty member has received a two-year rolling contract, that two-year rolling appointment is reissued to the faculty member every year.

Faculty members without a terminal degree in their discipline will be hired at the level of instructor and will agree to complete their degree requirements within four years of their initial appointment. Once evidence of completion of the terminal degree is submitted within this four-year time frame, the assistant professor rank will be granted. If the new faculty member fails to obtain the "degree in hand" within this four-year time frame, he/she is not eligible to stand for a rolling appointment, and may not be reappointed to the faculty. The office of the Provost retains the ability to extend this time frame if circumstances warrant.

Full-time faculty members on one-year contracts are twelve month probationary employees for the first year and report to the Academic Program Director of their discipline. Some full-time faculty members serve the University from time to time both as administrators and faculty and as such will receive an appropriate release from teaching workload as determined by the Dean.

Reappointment of Full-time and Part-time Faculty Members

Reappointments for full-time and part-time faculty shall be made by the Provost subject to the approval of the President. Offers of reappointment to the Faculty are tendered in writing and will include, or by reference, a statement of the full terms and conditions of reappointment. Such offer of reappointment shall be made available to faculty members no later than the second Monday in March each year.

Faculty acceptance of reappointment shall be given in writing no later than the second Monday in April of each year by which date the signed acceptance must have been received in the Human Resources Office. Failure of a faculty member to respond by that date shall constitute resignation from the Faculty without sufficient notice. For procedures, timeline, and specific dates please see Appendix C.

Term of Reappointment

The Faculty Affairs Committee is responsible for receiving and reviewing all faculty requests for change in contract status. The Committee determines compliance with minimum standards for change of contract status, and makes recommendations to the Dean, who consults the Academic Program Director, and recommends action to the Provost. To begin the process, the faculty member must notify the Academic Program Director in writing of intent to apply for change in contract status by May 31. For procedures, timeline, and specific dates please see Appendix C and visit the CGPS Faculty Affairs Committee page located on the Academic Affairs page of eRaven (Appendix E).

Important for faculty on one-year contracts

Applying for two-year rolling appointment

It is expected that every full-time faculty member will apply for a two-year rolling appointment when they are eligible. Faculty are eligible to apply for a two-year rolling appointment during their fourth one-year contract unless they have not yet earned their terminal degree.

If a full-time faculty member fails to apply for a two-year rolling appointment when they are eligible, they may not be reappointed to the Faculty. It is the responsibility of the faculty member to inquire about eligibility by consulting with the Dean's office or Human Resources.

Extensions

Faculty who are eligible to apply for a two-year rolling appointment may request an extension of one additional year from the Dean by September 1. If the extension is granted there will not be an opportunity to re-apply should the application for the rolling appointment be denied.

In exceptional cases, faculty members who have served as academic program directors during their first four years of full-time employment may request an additional one year extension to apply for a two-year roll from the Dean by **September 1**.

If a faculty member fails to apply for a two-year rolling appointment by the end of their fifth one-year appointment, they will not be reappointed to the Faculty.

Denials

If two-year rolling appointment is denied, the Provost will communicate his or her decision and a brief rationale in writing to the candidate by the second Monday of March. Denial letters shall be issued and sent by certified mail, return receipt requested, to the home address of the faculty member no later than the second Monday in March each year.

If an application for a two-year rolling appointment is denied during the first attempt in the fourth year the faculty member may:

- be granted a fifth one-year appointment by the Provost as recommended by the Dean and given an opportunity to re-apply for a two-year rolling appointment, or
- receive a one-time non-rolling appointment at the discretion of the Provost as recommended by the Dean.

Under no circumstances will a faculty member be given a third opportunity to apply for a two-year rolling appointment.

Faculty on two-year appointments

Faculty members may apply for a three-year rolling appointment as early as the seventh year of full-time employment for implementation in the eighth year. Faculty members must have achieved a two-year rolling appointment to be eligible for a three-year rolling appointment.

Non Reappointment of Full-time Faculty

The decision not to renew a full-time faculty member on a one year appointment shall be made by the Provost at the recommendation of the Dean. The decision not to renew means that the faculty members' employment relationship with Franklin Pierce University will end at the conclusion of their current faculty contract. Faculty will be informed in writing by the second Monday in March. Non-reappointment notifications shall be issued and sent by certified mail, return receipt requested, to the home address of the faculty member no later than the second Monday in March each year. Acknowledgment of a non-reappointment notification shall be

tendered in writing and received in the Human Resources Office no later than the second Monday of April.

Non Reappointment of Full-time Faculty on Rolling Contracts

The decision not to renew a full-time faculty member's rolling appointment shall be made by the Provost at the recommendation of the Dean. The decision not to renew means that the faculty members' employment relationship with Franklin Pierce University will end at the conclusion of their current faculty contract. Faculty who have received rolling appointments, and who will not be renewed, will be informed in writing by the second Monday in March. Decisions of non-rolling appointments to the faculty shall in all cases be tendered in writing with a brief rationale. Non-reappointment notifications shall be issued and sent by certified mail, return receipt requested, to the home address of the faculty member no later than the second Monday in March each year. Acknowledgment of a non-reappointment notification shall be tendered in writing and received in the Human Resources Office no later than the second Monday of April. Failure of the individual to tender such acceptance shall constitute resignation effective at the end of the academic year.

Change in Contract Status

Full-time faculty members are eligible for changes in contract status according to the standards and deadlines set by the Faculty Affairs Committee and approved by the Dean and Provost. To begin the process, the faculty member must notify the Academic Program Director in writing of intent to apply for change in contract status by May 31. For procedures, timeline, and specific dates please see Appendix C and visit the CGPS Faculty Affairs Committee page located on the Academic Affairs page of eRaven (Appendix E).

Appeal of the Faculty Affairs Committee Decision

In the event that new data (peer-reviewed publication, national or international presentation, etc.) have become available since the time the original application for contract change was submitted, the applicant will have until December 15 of that year to appeal the decision to the Dean's office. As part of this appeal, the applicant is required to provide additional information to support their claim and appeal. Lastly, there is no appeal at the Provost or Board of Trustees levels.

Specific policies and practices regarding change in contract status are available through the CGPS Faculty Affairs Committee page located on the Academic Affairs page of eRaven (Appendix E).

Promotion in Rank

Full-time faculty members are eligible for promotion in rank according to the standards set by the Faculty Affairs Committee and approved by the Dean and Provost. Promotion in rank is not related to Change in Contract Status and needs to be initiated separately. To begin the process, the faculty member must notify the Academic Program Director in writing of intent to apply for promotion by May 31. For procedures, timeline, and specific dates please see Appendix C and visit the CGPS Faculty Affairs Committee page located on the Academic Affairs page of eRaven (Appendix E).

Appeal of the Faculty Affairs Committee Decision

In the event that new data (peer-reviewed publication, national or international presentation, etc.) have become available since the time the original application for contract change was submitted, the applicant will have until December 15 of that year to appeal the decision to the Dean's office. As part of this appeal, the applicant is required to provide additional information to support their claim and appeal. Lastly, there is no appeal at the Provost or Board of Trustees levels.

Termination with Cause of Full-time Faculty

The decision to terminate an appointment of a full-time faculty member shall be made by the Provost at the recommendation of the Dean subject to the approval of the President. Terminations shall follow the University's Separation of Employment Policy located within the Administrative Policy Manual located on the Human Resources page of eRaven. (Appendix E).

Notices of termination shall in all cases be tendered in writing and shall include therein or by direct reference a statement of the specific reasons for non-reappointment or termination. Such notice of non-reappointment or termination shall be sent to the individual's home address by certified mail.

Note: Termination for cause will be immediate.

Resignation

It is the University's expectation that faculty shall honor the timeframe of their academic year contract. All voluntary resignations must be submitted in writing and are requested to have at least one academic term notice. Resigning faculty members must contact Human Resources to schedule an exit interview.

Adjunct Faculty Appointment and Reappointment

Academic and center directors shall make recommendations for Adjunct faculty appointments on a term-by-term and course-by-course basis, in consultation and with the approval from the Dean or his/her designee.

Course assignments for Adjunct faculty members are made subject to the Academic Program Director's review, which may include:

- Assessment of an Adjunct faculty member's strengths and prospective growth areas.
- Evaluations based on one or more classroom visits.
- Review of student evaluations.

SECTION THREE: FACULTY EVALUATION

A continuous process of evaluation shall be conducted to encourage continuing improvement in performance by all faculty.

Annual Reviews

Full-time faculty are required to fill out an Annual Activity Report and to discuss the report as well as other items of concern with their Academic Program Director annually. These annual meetings with the Academic Program Director are to be held at the end of each academic year. At those meetings, the Academic Program Director will review the faculty member's Annual Activity Report, student evaluations, the faculty member's goals from the previous year and the progress on accomplishing those goals. In addition, the faculty member and the Academic Program Director will set new goals for the coming academic year.

To begin the process, the faculty members will submit their Annual Activity Report to the Academic Program Director by August 1. For procedures, timeline, and specific dates please see Appendix C.

Faculty: Will prepare an Annual Activity Report according to the guidelines provided on the CGPS Faculty Affairs Committee page located on the Academic Affairs page of eRaven (Appendix E). The Annual Activity Report discusses how a faculty member has met expectations in the areas of teaching, advising, scholarship, professional development, and service. For procedures, timeline, and specific dates please see Appendix C.

Academic Program Director: Will review the report, and discuss with those faculty members whose report indicates one or more areas in need of improvement. After concluding the discussions, the Academic Program Director will forward to the Dean all annual reports as well as summary of the follow up discussions with those faculty members whose report indicates one or more areas in need of improvement.

Dean: Will review the annual activity reports and discuss its contents with the Academic Program Directors as necessary. The Dean will use the reports to inform recommendations for reappointments to the faculty.

Performance Improvement Plan

If a faculty member has not met expectations two years consecutively in any one or more of the areas of teaching, advising, scholarship, professional development, and service as addressed in their annual reviews, the Dean will meet with the faculty member and the Academic Program Director to develop a Performance Improvement Plan. The final form of the Plan must be submitted to the Dean by the Academic Program Director. The Dean will forward the Plan to the Provost for final approval, and then forward it to the faculty member and the Academic Program Director to be enacted in the academic year after the Plan's development. A copy of the Plan will be kept in the faculty member's personnel file.

Five-year Reviews

A comprehensive evaluation of a full-time faculty member will be conducted when a full-time faculty member applies for a contract change, applies for promotion, or at five year intervals.

Faculty who have given written notice to retire within the next two years or intend to apply for a status/promotion change during the review year will not need a five-year review. Faculty members who maintain annual reports that reflect meeting expectations consistently without a Performance Improvement Plan will be eligible for a waiver of the five-year review process upon recommendation by the Dean and approval by the Provost.

To begin the process, the Dean will notify the faculty member and the Academic Program Director in writing of need to submit a portfolio for the five year review by April 30. For procedures, timeline, and specific dates please see Appendix C.

Faculty: Will prepare a review portfolio according to the guidelines provided on the CGPS Faculty Affairs Committee page located on the Academic Affairs page of eRaven (Appendix E). For procedures, timeline, and specific dates please see Appendix C.

Academic Program Director: Will conduct a class observation for each candidate, review the portfolio, provide a written letter of recommendation, and meet with the faculty member to review the letter. The faculty member will have two weeks to provide a reply if he/she wishes to do so. The classroom observations, Academic Program Director letter, and faculty response if any become part of the portfolio, which is then submitted to the Dean.

Dean: Will review the portfolio materials and discuss its content with the Academic Program Director. The Dean will then prepare a summary letter which will address:

- The candidate's contributions to teaching, advising, institutional service and scholarship while at Franklin Pierce University.
- The particular strengths demonstrated by the candidate as a member of the Franklin Pierce community.
- Areas of responsibility that might be further developed in support of professional development and meeting the institutional needs of the University.
- Comments about the candidate's contributions to the University's mission and goals, academic programs, student support, and the greater academic community.
- Comments about how the candidate's particular contributions strengthen the University's effectiveness and reputation.
- Suggestions and recommendations for professional development and how the candidate's work might further University initiatives.

The Dean will meet with the Provost to discuss the contents of the summary letter. Before finalizing the letter, the Dean will meet with the faculty member.

Once the final letter is provided to the faculty member, he or she has the opportunity to respond to the Dean in writing.

Letters and faculty responses will be forwarded to the Academic Program Director and Human Resources for inclusion in their personnel file.

Procedure for Adjunct and Part-Time Faculty Evaluations

The review of adjunct and part-time faculty is important for ongoing instructional quality and student learning outcomes.

- New adjunct and part-time faculty shall be evaluated by their second term.
- Continuing Adjunct and part-time faculty members shall be evaluated at least every other academic year or at the completion of four courses, whichever is sooner.
- Adjunct and part-time faculty members may be evaluated out of schedule if necessary as identified by the Academic Program Director. Evaluation results will be submitted to the Dean.

Evaluation of Adjunct and part-time faculty may include but is not limited to:

- Assessment of a faculty member's strengths and prospective growth areas

- Evaluations based on one or more classroom visits
- Review of student evaluations

SECTION FOUR: GENERAL POLICY STATEMENTS

Academic Freedom

Franklin Pierce University supports the principles of academic freedom presented by the American Association of University Professors. In addition, the Faculty has primary responsibility for fundamental areas of curriculum, course content and methods of instruction as it pertains to both online and in classroom methodology and pedagogy (CGPS Graduate Curriculum Committee Statement, 2012).

Faculty Personnel Files

The University shall maintain a single personnel file for each faculty member under the auspices of the Human Resources Department. The personnel file shall consist of multiple components, which may be stored in physically separate files. One component of the personnel file that shall be maintained in a physically separate file shall be the "Evaluation File," which shall contain evaluative materials. Only materials contained in the Evaluation File shall be available to review committees unless other portions of the personnel file are released by mutual agreement of the University and the faculty member. The personnel file shall consist of all hire documents, job descriptions, salary data and transcripts. A separate insurance file contains the faculty member's benefit election materials. At no time will insurance or other benefits files be made available to anyone outside the Human Resources Office.

A faculty member will receive a copy of any material in their faculty evaluation file. The faculty member shall have an opportunity to place a rebuttal or any other additional comments in their evaluative file. Faculty members may include in their file any other material considered relevant. The evaluative file will be available only to the faculty member in question, the CGPS Dean, the President, the Provost, their designee, or an officially constituted and recognized committee charged with review of such evaluative material. All evaluations and other materials in a faculty member's evaluation file must be signed and dated.

Faculty members have the opportunity to review the contents of their personnel files. The files will be available for examination in the Human Resources Office during normal office hours by appointment with a minimum of two business days' notice. The faculty member may, upon request and notice, obtain copies of material in their personnel file, but removal of documents from the personnel file is not permitted. Faculty members may write a rebuttal to any document found in their personnel file. That written rebuttal is to be placed in the faculty member's personnel file by a member of the Human Resources staff.

If faculty members allege that the material placed in the evaluative file is false, the Academic Program Director and the Dean will investigate the matter and make a recommendation to the Provost within 30 days of the faculty member's complaint. The Provost has final determination of evaluative file contents.

Intellectual Property and Ownership of Creative Efforts

A new policy will be enacted for the University. Once approved by the Faculty and the Board of Trustees, this section will be updated with the new version accordingly.

University Policy and Procedures

Faculty members are subject to the University's Administrative Manual located on the Human Resources page of eRaven (Appendix E). Under the direction of the Provost and Vice President for Academic Affairs, the Dean has the authority and responsibility for faculty roles and functions for the college.

In addition, unless otherwise stated in this CGPS Protocol, the office of the CGPS Dean has the responsibility to inform faculty regarding specific time lines, dates, and obligations associated with this agreement.

Academic Regalia

The University shall supply at no cost to Faculty members academic gowns, hoods, and hats for participation in all academic ceremonies. The Faculty member shall be responsible for maintaining the assigned academic regalia and for returning it to the University upon separation of employment. Faculty members who separate after less than ten years of employment agree to return the regalia or reimburse the University for the cost as determined by the University bookstore.

National Accreditation, Regional Accreditation, State Accreditation, State and Federal Law Supersedes this Protocol

In the event that national accreditation agencies, regional accreditation agencies, state higher education agencies, state or federal law is more restrictive; these other agency requirements will supersede this protocol.

Rev. September 2006

Rev. March 2, 2008 – Changed header only to show:
FRANKLIN PIERCE UNIVERSITY, CGPS FACULTY PROTOCOL

Rev. February 2009

Rev. October 2011

Rev. May 2013

Approved by the Board of Trustees, June 2013 – June 2016

Rev. May 2016

Approved by the Board of Trustees, June 2016 – June 2018

APPENDIX A STANDING COMMITTEES

Academic Standards Committee

The Academic Standards Committee (ASC) reviews academic sanctions to students, appeals from students regarding grades and sanctions, and grade change requests from faculty. The ASC makes recommendations regarding these cases to the Dean, who makes the final decisions. The ASC adheres to the Minimum Academic Standards and the program-specific promotion policies in place.

Faculty Affairs Committee

The Faculty Affairs Committee (FAC) works with the Dean and the Provost to develop standards, application forms, and procedures for faculty requests for sabbatical leave, change in contract status, and promotion in rank. Each year, the FAC evaluates faculty applications for sabbatical leave, change in contract status, and promotion in rank, and makes recommendations to the Dean and the Provost.

Graduate Curriculum Committee

The Graduate Curriculum Committee (GCC) has primary responsibility for fundamental areas of curriculum, course content and methods of instruction as it pertains to both online and in classroom methodology and pedagogy. The GCC provides oversight in all matters regarding graduate curriculum and makes recommendations to the Dean, the graduate faculty, and the Pierce Council, and shares minutes of meetings with the Registrar. The GCC reviews proposals for new and/or significant revisions to programs, curriculum tracks within programs, and individual courses recommended by the faculty.

Institutional Review Board

The Institutional Review Board (IRB) reviews investigations in which human beings serve as research subjects and is responsible for ensuring that the privacy, safety, health, and welfare of such subjects are adequately protected. The IRB may approve, disapprove, or state conditions for the conduct of human subject research. The ethical principles and guidelines utilized are primarily drawn from the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (Belmont Report)³.

³ Belmont Report (1979). The Belmont Report: *Ethical principles and guidelines for the protection of human subjects of research*.

**APPENDIX B
ADVISING BEST PRACTICES**

Student retention is everybody's business. It is a measure of continued student progression toward a degree. It benefits each individual student, which in turn benefits the institution.

Admissions

Activity	Frequency
Contact advisees.	Upon acceptance with follow ups as needed.

Education Plan

Activity	Frequency
Assist students in developing an education plan that fits their needs.	Annually
Follow up on students' education plans.	Annually or as needed.
Meet with advisees (virtually or physically).	Check in once per term.

Learning Contracts

Activity	Frequency
Meet with advisee to discuss learning contract.	As soon as student is placed on non-satisfactory academic standing.
Follow up on learning contract.	At least once per term until student is in good academic standing.

Administrative Tasks

Activity	Frequency
Assist students seeking information.	As needed, direct them to the Web site or staff when possible.
Assist students with Learning Management System	As needed, direct them to staff when possible.
Prepare Request to Graduate.	As needed, depending on program.

Career Planning

Activity	Frequency
Assist students seeking career advice.	As needed, direct them to Career Services when possible.

Office Hours

Activity	Frequency
Establish and communicate office hours: <ul data-bbox="357 630 860 777" style="list-style-type: none">• On your office door for residential students• Response time and availability to distance students.	Each term.

**APPENDIX C
FACULTY PROTOCOL TIMELINES**

Sabbatical Leave

Deadline	Responsible	Action
May 31	Faculty Applicant	Notifies Academic Program Director in writing of intent to apply for sabbatical leave for the following academic year.
1 st Friday of September	Faculty Applicant	Submits electronic application file (<i>including all letters of support except the Academic Program Director's letter</i>) for sabbatical leave to the Academic Program Director.
4 th Friday of September	Academic Program Director	Submits electronic <i>letter of recommendation</i> for sabbatical leave to the Faculty Applicant for incorporation in the application file.
October 15	Faculty Applicant	Submits complete electronic application file (<i>including any response to the Academic Program Director's letter</i>) for sabbatical leave to the Faculty Affairs Committee.
November 1	Faculty Affairs Committee	Reviews portfolio and makes recommendations to the Dean. Submits complete electronic application file (<i>including FAC's recommendation</i>) for sabbatical leave to the Dean, with copy of the recommendation letter to the Faculty Applicant and the Academic Program Director.
November 30	Dean	Discusses portfolio with the Academic Program Director. Submits complete electronic application file (<i>including Dean's recommendation</i>) for sabbatical leave to the Provost.
December 30	Dean	Discusses portfolio with the Provost. Informs the Faculty Applicant, the Academic Program Director, the Faculty Affairs Committee, and the Human Resources Office in writing about decision on sabbatical leave.

Reappointment to the Faculty

Deadline	Responsible	Action
2 nd Friday of February	Dean	Makes faculty reappointment recommendations to the Provost.
2 nd Monday of March	Provost	Sends reappointment offer letters to the faculty.
2 nd Monday of April	Faculty Member	Sends signed reappointment letter to Human Resources.

Change in Contract Status

Deadline	Responsible	Action
May 31	Faculty Applicant	Notifies Academic Program Director and the Dean's office in writing of intent to apply for change in contract status for the following academic year.
1 st Friday Friday of September	Faculty Applicant	Submits electronic application file (<i>including all letters of support except the Academic Program Director's letter</i>) for change in contract status to the Academic Program Director.
4 th Friday of September	Academic Program Director	Submits electronic <i>letter of recommendation</i> for change in contract status to the Faculty Applicant for incorporation in the application file.
October 15	Faculty Applicant	Submits complete electronic application file (<i>including any response to the Academic Program Director's letter</i>) for change in contract status to the Faculty Affairs Committee.
November 15	Faculty Affairs Committee	Reviews portfolio and makes recommendations to the Dean. Submits complete electronic application file (<i>including FAC's recommendation</i>) for change in contract status to the Dean, with copy of the recommendation letter to the Faculty Applicant and the Academic Program Director.
December 15	Faculty Applicant	Responds to FAC's recommendation regarding change in contract status to the Dean in writing if the Faculty Applicant disagrees with the recommendation or notices the recommendation is missing important details addressed in the portfolio.
January 15	Dean	Discusses portfolio with the Academic Program Director. Submits complete electronic application file (<i>including Dean's recommendation</i>) for change in contract status to the Provost.
January 31	Dean	Submits complete electronic application file (<i>including any response from the Faculty Applicant to the Dean regarding the FAC's recommendation and the Dean's recommendation</i>) for change in contract status to the Provost.
2 nd Monday of March	Provost	Informs the Faculty Applicant and the Dean about decision on change in contract status. If approved, the notice will be included in the reappointment offer letter. If denied, the Faculty Applicant will receive a separate letter.

Promotion in Rank

Deadline	Responsible	Action
May 31	Faculty Applicant	Notifies Academic Program Director and the Dean's office in writing of intent to apply for promotion in rank for the following academic year.
1 st Friday Friday of September	Faculty Applicant	Submits electronic application file (<i>including all letters of support except the Academic Program Director's letter</i>) for promotion in rank to the Academic Program Director.
4 th Friday of September	Academic Program Director	Submits electronic <i>letter of recommendation</i> for promotion in rank to the Faculty Applicant for incorporation in the application file.
October 15	Faculty Applicant	Submits complete electronic application file (<i>including any response to the Academic Program Director's letter</i>) for promotion in rank to the Faculty Affairs Committee.
November 15	Faculty Affairs Committee	Reviews portfolio and makes recommendations to the Dean. Submits complete electronic application file (<i>including FAC's recommendation</i>) for promotion in rank to the Dean, with copy of the recommendation letter to the Faculty Applicant and the Academic Program Director.
December 15	Faculty Applicant	Responds to FAC's recommendation regarding promotion in rank to the Dean in writing if the Faculty Applicant disagrees with the recommendation or notices the recommendation is missing important details addressed in the portfolio.
January 15	Dean	Discusses portfolio with the Academic Program Director. Submits complete electronic application file (<i>including Dean's recommendation</i>) for promotion in rank to the Provost.
January 31	Dean	Submits complete electronic application file (<i>including any response from the Faculty Applicant to the Dean regarding the FAC's recommendation and the Dean's recommendation</i>) for promotion in rank to the Provost.
April 15	Provost	Informs the Faculty Applicant, the Academic Program Director, the Faculty Affairs Committee, and the Human Resources Office in writing about decision on promotion in rank.

Annual Reviews

Deadline	Responsible	Action
August 1	Faculty Member	Submits complete electronic Annual Activity Report to the Academic Program Director.
August 15	Academic Program Director	Reviews Annual Activity Report, discusses its contents and areas in need for improvement with the Faculty Member, and sets new goals for the coming academic year. Submits all annual activity reports to the Dean (<i>including a summary of the follow up discussions with those faculty members whose report indicates one or more areas in need of improvement</i>).
August 31	Dean	Reviews annual activity reports and discusses its content with the Academic Program Directors as necessary.

Five Year Reviews

Deadline	Responsible	Action
April 30	Dean	Notifies Faculty Member and Academic Program Director in writing of need to submit a portfolio for the five year review for the following academic year.
August 1	Faculty Member	Submits electronic portfolio file (<i>except the Academic Program Director's letter</i>) to the Academic Program Director.
4 th Friday of September	Academic Program Director	Conducts a class observation of the Faculty Member. Provides an electronic letter of recommendation to the Faculty Member for incorporation in the portfolio file. Discusses the recommendation with the Faculty Member.
October 15	Faculty Member	Responds to Academic Program Director's recommendation letter in writing if the Faculty Member if he/she wishes to do so.
November 15	Academic Program Director	Submits electronic portfolio file (<i>including class observation, Academic Program Director's letter and Faculty Member response</i>) to the Dean.
January 15	Dean	Discusses portfolio with the Academic Program Director. Discusses portfolio (<i>including Dean's draft summary letter</i>) with the Provost. Meets with the Faculty Member to discuss the contents of the draft summary letter. After the discussion, sends summary letter to the Faculty Member.
January 31	Faculty Member	Responds to Dean's summary letter in writing if the Faculty Member chooses to do so.
2 nd Friday of February	Dean	Forwards summary letter and Faculty Member response (if any) to the Academic Program Director and Human Resources.

**APPENDIX D
TERMINAL DEGREES**

Discipline	Degree
Business	<ul style="list-style-type: none"> • DBA • DA coupled with an MBA • DSc coupled with an MBA • EdD coupled with an MBA • JD coupled with an MBA • PhD in a business discipline or if not in a business discipline, coupled with an MBA
Education	<ul style="list-style-type: none"> • EdD • PhD
Nursing	<ul style="list-style-type: none"> • EdD coupled with a Nursing degree • DNP • DNSc • PhD coupled with a Nursing degree <p><i>Note: There may be situations where another terminal degree may be considered depending on curriculum needs.</i></p>
Physical Therapy	<ul style="list-style-type: none"> • DA coupled with a PT degree • DPT • DSc coupled with a PT degree • EdD coupled with a PT degree • PhD coupled with a PT degree <p><i>Note: The DPT alone does not qualify for promotion in rank beyond the rank of Assistant Professor.</i></p>
Physician Assistant Studies	<p>Master's degree in a health related field. Common ones are:</p> <ul style="list-style-type: none"> • Master of Health Science • Master of Medical Science • Master of Physician Assistant Studies • Master of Public Health • Master of Science <p><i>Note: There is no prescribed curriculum for those who graduated in the past when a master's degree was not required. Candidates must earn a doctoral degree to qualify for promotion in rank beyond the rank of Assistant Professor.</i></p>

APPENDIX E RELEVANT LINKS

Academic Affairs:

<http://eraven.franklinpierce.edu/s/dept/academicaffairs/Default.asp>

CGPS Faculty Affairs Committee:

<http://eraven.franklinpierce.edu/s/dept/academicaffairs/committees/facaffairsCGPS/>

eRaven:

<http://eraven.franklinpierce.edu/>

Human Resources:

<http://eraven.franklinpierce.edu/s/dept/hr/index.htm>

University Administrative Policy Manual:

<http://eraven.franklinpierce.edu/s/dept/hr/AdminPolicyManual/AdminPolicyManual.htm>