

FACULTY HANDBOOK

Section 300

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1 **Preamble – Our Common Faculty Project**

2 Gonzaga University is “an exemplary learning community that educates students for lives of
3 leadership and service for the common good” (see Appendix 300A: *Gonzaga University Mission*
4 *Statement*, 2017). As a Catholic, Jesuit, and humanistic institution, at Gonzaga this means
5 helping students grow in their academic knowledge, their appreciation for learning, their
6 compassion for others, and their desire to make the world a better place. Administrators and staff
7 join with faculty in this organizational mission, which is based upon shared values, meanings,
8 and purposes. Faculty play essential roles in this endeavor through formal academic instruction,
9 by fostering a caring and intellectually stimulating environment on campus, and by seeking to
10 improve society through scholarship and service to the community.

11 Faculty are committed to creating and sustaining a learning community that reflects the
12 hallmarks of Jesuit education: excellence in the pursuit of knowledge, self-awareness, and
13 educated solidarity, leading to a better understanding of our world, and ourselves, and to
14 remaking our world. This learning community extends beyond classrooms to the faculty
15 community, the campus community, and the professional and civic communities with whom
16 faculty are in dialogue.

17 Faculty seek to support one another as teachers, learners, and scholars. Moreover, faculty
18 recognize the need for mutual accountability and shared responsibility for sustaining the
19 conditions necessary for shared inquiry and scholarship at Gonzaga. This handbook describes the
20 expectations for, and the rights and responsibilities of, faculty as they engage in this collective
21 project.

22 The Faculty Handbook expresses a shared commitment between the University and the faculty in
23 advancing the University’s mission as well as the professional careers of the faculty. This
24 Handbook expresses numerous dimensions of that commitment, which remain in force unless or
25 until modified by mutual agreement or rendered obsolete by federal or state law or regulation.

26 Throughout this document, the term ‘faculty’ shall pertain to full-time ranked faculty (as
27 delineated in Section 302.01). The term ‘administration’ shall refer to executive administration
28 constituted of and overseen by the President, Provost, and Deans of the College or Schools, as
29 articulated in Section 100 of the Faculty Handbook. For definitions of key terms in this
30 document, see Section 100, Section 200, or the Glossary in Appendix 300D.

31 **300.00 Professional Foundations, Rights, and Responsibilities of Faculty**

32 The foundational principles and rights of academic freedom, tenure, and shared governance
33 ground the work of faculty as professional academics at a university. These principles and rights
34 provide essential protections and responsibilities for faculty.

35 **300.01 Academic Freedom**

36 (a) As an academic learning community, Gonzaga faculty embrace the rigorous pursuit of
37 truth, critical reflection, and understanding of our world and our experiences. Academic

38 freedom is foundational to this work and applies, within the context of their professional
39 disciplines, to all academic personnel engaged in teaching, scholarly, or creative
40 expressions. Academic freedom means that both faculty members and students can engage
41 in intellectual debate without fear of censorship or retaliation. The University actively
42 seeks to have a diversity of ideas examined thoughtfully and thoroughly by its faculty and
43 its students. The principles of academic freedom in this handbook are expressed in
44 accordance with the 1940 AAUP *Statement on Academic Freedom and Tenure* and the
45 correlative 2009 AAUP *Statement on Professional Ethics* (see Appendices 300B and
46 300C), specifically:

47 (b) Free from institutional censorship, academic freedom entitles faculty members to
48 pursue, study, research, discover, discuss, question, and critique knowledge, ideas, and
49 hypotheses in their classrooms, in their scholarship and professional scholarly writing, or
50 in other creative expressions within the contexts of their disciplines. They are free to
51 express their views within and about their academic discipline as professionals without
52 censorship and are entitled to share and disseminate ideas and other creative expressions
53 with professional forums, the Gonzaga community, and broader audiences.

54 (c) At the same time, academic freedom carries with it special responsibilities. These
55 responsibilities include the following:

56 (1) Faculty members, as teachers and scholars, should be accurate and honest, offer
57 reasons for their opinions, abide by the professional standards of their disciplines, and be
58 open to constructive criticism and, when appropriate, the revision of their own opinions.

59 (2) Faculty members should cultivate in their classrooms a climate of openness and
60 mutual accountability combined with respect for the character and mission of Gonzaga
61 University.

62 (3) All faculty are free to express their opinions in public on any matter as articulated
63 by the 1940 AAUP Statement on Academic Freedom and Tenure (Appendix 300B). At
64 the same time, as academics and as University employees, faculty members should
65 recognize that the public may judge the profession and the University by how faculty
66 members present themselves and their opinions. Therefore, faculty members should be
67 accurate, speak responsibly, and show respect for the opinions of others. When faculty
68 express opinions in public on issues outside their professional expertise, they also should
69 make clear that they are speaking or writing as a private individual, and not as a
70 representative of the University, unless given explicit permission to do so. See “Public
71 Expression of Personal Views” in *Faculty Handbook* Policy 421 and the Gonzaga
72 Policies and Procedures Manual.

73 (4) A faculty member has a right to bring a claim for infringement of academic
74 freedom with respect to the non-renewal of the faculty member’s contract, denial of the
75 faculty member’s tenure, or dismissal of the faculty member for cause to the Committee
76 on Academic Freedom and Tenure, pursuant to the procedures described in **310**.

77 (5) A faculty member has a right to bring a claim for infringement of academic
78 freedom with respect to something other than the non-renewal of the faculty member’s
79 contract, denial of the faculty member’s tenure, or dismissal of the faculty member for
80 cause to the Grievance Committee pursuant to the procedures described in **308**. Faculty
81 are expected to seek a resolution of these issues through conversations with department
82 chairs or other academic unit leaders, deans, or the Provost before filing a grievance.

83 **300.02 Tenure**

84 (a) The most effective guarantor of academic freedom is tenure. Tenure protects an
85 instructor from being dismissed without cause or for openly disagreeing with educational,
86 religious, or political authorities or with popular opinion. Gonzaga University endorses the
87 AAUP policy on academic tenure which states that “[a]fter the expiration of a
88 probationary period, teachers or investigators should have permanent or continuous tenure,
89 and their service should be terminated only for adequate cause, except in the case of
90 retirement..., or under extraordinary circumstances because of financial exigencies” (see
91 Sections 309 and 310 of this Faculty Handbook).

92 (b) Tenure is also an important tool in preserving and protecting the professionalism and
93 integrity of the faculty. Faculty members have the primary responsibility for setting
94 academic standards for students, establishing academic rules and regulations, and defining
95 the academic curriculum of the University. They play a major role in academic personnel
96 matters, particularly in selecting and hiring new faculty members and in evaluating faculty
97 for reappointment, tenure, and promotion.

98 (c) The granting of tenure is neither a certification process, nor merely the recognition of
99 professional accomplishments. When the University grants tenure to a faculty member
100 who has applied for it, it recognizes and affirms a mutual aspiration and a long-term
101 commitment to a shared project on the part of both the faculty and the university. In
102 granting tenure, the University expresses its confidence that this faculty member will be a
103 reliable partner in the common project of the University and its Jesuit, Catholic, and
104 humanistic mission. In applying for tenure, the faculty member expresses a continued
105 commitment to a high level of performance in teaching, advising, scholarly/creative work,
106 and academic citizenship and professional service throughout the faculty member’s career.
107 All tenured faculty will participate in a process of post-tenure review, as described in
108 Section 306.

109 **300.03 Commitment to Tenure**

110 (a) Carrying out the project of Jesuit, Catholic, humanistic higher education requires a
111 community of collaborators who work together over time in the shared governance of the
112 University, in educating students, and in making scholarly, artistic, professional, and
113 applied contributions to knowledge and to the wider community. The Faculty best serve
114 our students when faculty members not only have the appropriate academic credentials,
115 but also have the stability and commitment to the institution that tenure provides.

116 (b) Hence, Gonzaga’s mission impels the University to maintain a stable, primarily tenure-
117 stream faculty. Consequently, for programs within the college or professional schools that
118 deliver baccalaureate degrees, tenure-track or tenured faculty must teach at least 60% of
119 the lecture courses offered in these programs. Said faculty agree to teach in accordance
120 with approved administrative guidelines for standard faculty workloads for teaching,
121 advising, scholarship, and service unless they reach an alternate written arrangement with
122 the University. These guidelines are established by the Provost, in consultation with the
123 deans and the Faculty Assembly, and approved by the President.

124 **300.04 Shared Governance**

125 (a) Shared governance – the principle that acknowledges the final institutional authority of
126 governing boards and distributed authority to the administration and faculty – is a basic
127 tenet in higher education (Association of Governing Boards 2016). The variety and
128 complexity of the tasks performed by institutions of higher education produce an
129 inescapable interdependence among governing board, administration, faculty, students,
130 and others. This relationship calls for robust, ongoing communication between faculty and
131 administration and joint planning and decision making in service of the best interests of the
132 University.

133 (b) The faculty has primary responsibility for curriculum, subject matter and methods of
134 instruction, research, faculty status, and those aspects of student life that relate to the
135 educational process, in coordination with the administration and with a view to the needs
136 of the University. The faculty sets the requirements for the degrees offered, and determines
137 when the requirements have been met, subject to requirements of accreditation, state and
138 federal law or licensure. Further, the faculty through appropriate processes and
139 representation, actively participate in the review, revision, and planning of all aspects and
140 activities of the University affecting faculty, including but not limited to the budget, the
141 Jesuit, Catholic, and humanistic mission of the University, and faculty compensation and
142 benefits.

143 (c) Faculty members have the right and responsibility to participate in the governance of
144 the University. All full-time faculty, other than Visiting Faculty and Distinguished Visiting
145 Faculty are members of the Faculty Assembly (see the *Faculty Assembly Constitution*).
146 Faculty members participate in governance of the University through the Faculty
147 Assembly, through representation in the Faculty Senate, and through service on
148 departmental, college, school, and University committees. Although unranked faculty
149 members do not have the right to vote in the Faculty Assembly, they do have the right to
150 participate in faculty dialogue and debate.

151 (d) Faculty members collectively set the criteria and standards to evaluate faculty
152 performance (subject to approval by the dean and Provost). The primary responsibility of
153 the faculty for such matters is based upon the fact that its judgment is central to general
154 educational policy and that scholars in a particular field or activity have the chief
155 competence for judging the work of their colleagues. On matters of faculty status,
156 including appointments, reappointments, decisions not to reappoint, promotions, the

157 granting of tenure, and dismissal, faculty make recommendations to deans, the Provost,
158 and the President.

159 (e) A responsible administrator can override these recommendations only for sound
160 reasons grounded in the interest of the University and a particular unit. The administration
161 communicates the reasons for the final judgment to the recommending body, except when
162 prohibited by law or established University personnel policy.

163 (f) Faculty perspectives also inform decision-making when decisions relate to searches for
164 key leadership positions, resource allocation, and program development and
165 discontinuation.

166 (g) Faculty shall follow established university policies but “maintain their right to criticize
167 and seek revision” (AAUP statement on professional ethics, #4).

168 **300.05 Professional Responsibilities**

169 Membership in the academic profession carries with it responsibilities for the advancement and
170 communication of knowledge and skills, the growth and formation of students, the enhancement
171 of the intellectual life in one’s university community, service to one’s professional associations
172 and to one’s employer, and the use of one’s professional expertise for the improvement of
173 society. Though not exhaustive, the following list of professional responsibilities illustrates the
174 responsibilities of each faculty member. Performance or non-performance of these
175 responsibilities, as a pattern of behavior, may be considered relevant by the faculty member’s
176 department, dean, or the University Committee on Rank and Tenure when evaluating the faculty
177 member for reappointment, tenure, promotion, or tenured-faculty evaluations.

178 (a) General

- 179 (1) Faculty members shall accurately represent their academic credentials and
180 accomplishments. They shall pursue excellence, practice intellectual honesty, and
181 model fair-mindedness in all professional activities and conduct.
- 182 (2) Faculty members shall treat others, including students, faculty colleagues, and other
183 employees of Gonzaga University, with respect, civility, and in conformance with
184 professional conduct standards set forth in the *Gonzaga University Personnel Policies
185 and Procedures Manual* (hereafter the *Policies and Procedures Manual*).
- 186 (3) Faculty members shall abide by the policies and procedures set forth in the *Policies
187 and Procedures Manual* and other University policies and procedures relevant to
188 faculty and posted on the University website or otherwise adopted by the University.
189 However, in the event there is a conflict between the content of the *Policies and
190 Procedures Manual* and content of the *Faculty Handbook*, the *Faculty Handbook*
191 controls. Likewise, should there be a conflict with state or federal law and the
192 *Handbook*, the law will govern.
- 193 (4) Faculty members shall perform the duties and obligations of their employment with
194 the University in a professional manner. The essential functions of a full-time,
195 tenured or tenure-track faculty member include teaching, advising, scholarly/creative

196 work, and academic citizenship and professional service. The essential functions of a
197 full-time instructional (lecturer or senior lecturer) faculty member are teaching, but
198 may include advising and academic citizenship.

- 199 (5) Faculty will be assigned responsibilities in teaching, advising, and service annually,
200 in consultation with their chair and/or dean, based upon the needs of the department,
201 other units within the college/school, or programs across the university.
- 202 (6) Faculty shall be present on campus to ensure ample opportunities for student access
203 and advising, collegial interaction and support for co-curricular activities, and for
204 participation in department, school, and University meetings, unless otherwise
205 negotiated with the dean or chair.
- 206 (7) Each faculty member shall share in the responsibility to represent their department,
207 college or school, or the University at official academic events, such as the fall
208 academic convocation, the spring awards convocation, and Commencement. Each
209 faculty member also shall share in the responsibility to represent their
210 department/program and school at events that are designed to recruit and retain
211 students and to develop good relationships between the University and the parents or
212 guardians of students. The University invites, but does not require, the Faculty to
213 attend religious-academic events such as the Mass of the Holy Spirit, the Law
214 Commencement Mass, or the Commencement Mass.
- 215 (8) Faculty members are prohibited from engaging in all forms of misconduct, including
216 but not limited to threatening to harm others, behavior that a reasonable person would
217 find intimidating, and acts of violence. The *Policies and Procedures Manual* governs
218 all employees in matters of harassment and other forms of misconduct.
- 219 (9) Each faculty member is responsible to report to the faculty member's supervisor,
220 Campus Security, or Human Resources any concerns about student, faculty, or staff
221 behavior that the Faculty member might reasonably view as a threat to any person or
222 to the safety of the University community. Faculty members are responsible for
223 ensuring that they clearly understand their responsibility for reporting abuse or
224 neglect of minors, sexual harassment and sexual assault to the proper authority as
225 obligated to do so under current state or federal law and the University's Harassment
226 and Discrimination Policy (i.e., mandatory reporting).
- 227 (10) Any behavior constituting unlawful harassment or unlawful discrimination toward
228 any individual in the course of any University-administered program, job, or activity
229 is prohibited. The University does not tolerate unlawful harassment or unlawful
230 discrimination and will take prompt appropriate disciplinary action up to and
231 including dismissal. (See the Harassment and Discrimination Policy outlined in the
232 *Policies and Procedures Manual*, Part 1, Section 1. C.)

233 (b) Professional Responsibilities to Students

- 234 1. Faculty members shall maintain professional relationships with their students based upon
235 respect and care for the whole person.
- 236 2. Faculty shall maintain competence and pursue excellence in both their subject matter and
237 pedagogy.
- 238 3. Faculty members shall not violate students' rights of privacy as protected under state or
239 federal law, including the Family Educational Rights and Privacy Act (FERPA).

- 240 4. Faculty shall be punctual in meeting their classes. If a faculty member is unable to
241 conduct class, the faculty member must inform their chair or dean, or appropriate
242 supervisor if not under a chair or dean, of the anticipated absence and make reasonable
243 alternative arrangements for the class. Faculty members may invite colleagues or other
244 professionals to be occasional guest speakers or presenters in their classes, but they shall
245 not delegate to or subcontract with anyone the teaching of all or substantial portions of
246 any course.
- 247 5. Faculty members shall make available to students for each class a syllabus that explains
248 the purpose and methods of the course, provides learning outcomes for it, outlines the
249 students' responsibilities and requirements, and provides a schedule of activities.
250 Department chairs and deans shall collect these syllabi each semester for purposes of
251 advising information for students, curriculum evaluation, faculty evaluation, and
252 institutional accreditation.
- 253 6. Faculty shall hold regular office hours, primarily to serve students. Therefore, faculty
254 members should provide office hours in a form and at times that are appropriate to the
255 students they are teaching. Each full-time faculty member shall hold a minimum of four
256 office hours per week and must be sufficiently available by appointment at other times. In
257 order to be available to students with different schedules, faculty members should hold
258 office hours at least two days per week and, typically, not in a single block of time. The
259 college or schools may require more than four office hours per week. No academic unit,
260 however, may reduce the required number of office hours below four.
- 261 7. Faculty members are obligated to provide appropriate accommodations for students with
262 documented disabilities. (See the Access and Accommodations for Students with
263 Disabilities Policy at www.gonzaga.edu/disabilityaccess.)
- 264 8. Faculty shall evaluate the performance of their students on a fair and scholarly basis.
- 265 9. Faculty members shall design their courses to include student activities and work
266 throughout the entire term of a course, including the time scheduled for final exams.
267 Faculty members may not hold a final exam or final course session other than at the time
268 designated by the registrar for final exams or final activities unless the Provost or the
269 Provost's designee approves otherwise in advance.
- 270 10. Each term, faculty members shall submit grades to the registrar by the published
271 deadline. They shall also keep a record (paper or electronic) of their grades for a period
272 of at least one academic year. A faculty member who leaves the employment of Gonzaga
273 University shall provide the relevant dean or, if not under a dean, the appropriate
274 administrator with this record of grades for the preceding academic year.
- 275 11. Department chairs or unit supervisors normally assign academic advisees to faculty
276 members in their second year of full-time teaching. Faculty members who are advisors
277 must inform themselves about and help their advisees conform to departmental, program,
278 college or school, and University regulations, and to the requirements for their advisees'
279 degrees.
- 280 12. Faculty must advise the students they are assigned.
- 281 13. Faculty members shall not abuse the powers they have that are inherent in the faculty-
282 student relationship. (See *Policies and Procedures Manual*, Part 2, 9, "certain
283 Relationships with Persons in Authority.")
- 284 14. Faculty members may not make private arrangements to give credit for courses not listed
285 in the regular schedule without securing prior approval in writing from their dean and,

286 when appropriate, from any other dean whose unit is affected. Nor may they make any
287 special provisions to give credit to any student unable to fulfill the usual attendance
288 requirements of a course without the prior approval of their dean.

289 (c) Professional Responsibilities to Faculty and Staff Colleagues

- 290 1. As members of a shared learning community, faculty members shall treat each other with
291 respect. They shall cultivate an atmosphere of shared intellectual inquiry by considering
292 the ideas, theories, and arguments of other colleagues in a generous and fair-minded
293 manner.
- 294 2. Faculty members shall treat staff colleagues with respect. Faculty shall assign to support
295 staff only tasks appropriate to their job descriptions and within the time limits of their
296 compensated hours.
- 297 3. Gonzaga faculty members shall collaborate and constructively cooperate with one
298 another in pursuit of their shared educational purpose and University mission. A faculty
299 member's right to disagree, even strongly, with the judgments of colleagues and
300 administrators in the context of reasoned discussion does not constitute a lack of
301 collegiality.
- 302 4. In their teaching, faculty members shall include opportunities for students to learn and
303 demonstrate learning outcomes that have been agreed upon within departments,
304 programs, college, schools, or the University. Faculty shall also assess student
305 performance in ways that are conducive to determining whether students have met or
306 exceeded the agreed-upon student learning outcomes. These assessment practices shall be
307 consistent with department and University curricula and Student Learning Outcomes.
308 Faculty members share with colleagues a responsibility to provide the curriculum
309 outlined in the University catalogue. Faculty members shall be available throughout their
310 careers to teach at all levels and across all areas of their expertise.
- 311 5. As academic professionals, faculty members are responsible for evaluating a colleague's
312 performance on a fair and professional basis.
- 313 6. Ranked faculty members shall attend departmental, college or school, and general faculty
314 meetings and meetings of the Faculty Assembly. Faculty members shall assume their fair
315 share of the work of governance within the University as directed by their chair and dean
316 and within their professional associations. The University values service to professional
317 associations, but such service does not entirely replace the need for service within the
318 University.

319 **300.06 Professional Responsibilities and Conflicts of Interest**

320 (a) It is University policy to encourage its faculty members to undertake outside activities
321 that will increase their effectiveness and broaden their experience in relation to their
322 functions at the University, or which will be of service to the community, private sector,
323 nation, or world. Such compensated activities must not interfere with the performance of a
324 faculty member's duties. Each faculty member must inform their dean of proposed
325 activities if they amount to one working day (see Appendix 300D), or more, per week. If
326 such activities exceed the equivalent of one day per week, the faculty member must have
327 written approval from their dean. Some Lecturers who bring professional expertise and

328 Gonzaga University-University of Washington School of Medicine (hereafter: GU-
329 UWSOM) Faculty often will maintain outside employment in their practice areas. The
330 level of outside employment for these faculty will be agreed upon at the time of their hire
331 and/or renewal of their annual employment agreement.

332 (b) The University does not ordinarily permit full-time faculty members to have
333 employment during the annual employment agreement period that will decrease their
334 effectiveness or broaden their experience in relation to their functions at the University, or
335 which will be of service to the community, private sector, nation, or world, beyond the
336 equivalent of one working day per week. There are certain circumstances, such as when a
337 faculty member is also a member of the clergy, where this may be permitted. In such
338 cases, the potential faculty member must reveal their outside employment during the hiring
339 process and receive approval of it. The letter of hire shall delineate the terms of this
340 outside employment in the faculty member's letter of hire. Each faculty member shall
341 inform the faculty member's dean or division supervisor of all outside employment during
342 the period covered by the faculty member's annual employment agreement by completing
343 an Outside Employment Form by September 1 annually and prior to accepting any new
344 outside employment. If a faculty member wishes to seek employment in excess of the
345 eight hours per week noted above, he or she must receive approval from the faculty
346 member's dean or division supervisor prior to accepting any additional employment.

347 (c) The University does not allow faculty to use university resources, space, equipment,
348 personnel, and/or students for outside employment or personal business or professional
349 practice.

350 (d) Faculty members shall avoid conflicts of interest pertaining to sponsored projects.
351 These conflicts of interest include situations in which faculty members may have the
352 opportunity to influence the University's business decisions in ways that could lead to
353 personal gain or improper advantage to family members or associates.

354 **301.00 PROFESSIONAL FOUNDATIONS AND RESPONSIBILITIES OF** 355 **ADMINISTRATORS**

356 Faculty and administrators work together to achieve the University's mission and goals. The
357 shared governance of the institution requires mutual respect for the responsibilities of faculty and
358 administrators.

359 **301.01 Role and Authority under the Bylaws of the Corporation of Gonzaga University**

360 (a) The primary and central mission of the University is the education of our
361 students. Alongside and in support of that mission, the University provides a vast array of
362 services, many of which occur within the legal context of a registered corporation in the
363 State of Washington. The delivery of a contemporary educational program obligates the
364 institution to fulfill its legal responsibilities for access to education under various federal
365 and state laws and regulations. Various campus services in turn demand provision of

366 certain goods and services, as do major sustaining endeavors that involve fundraising and
367 investment of said funds.

368 (b) Article V, Section 2 of the Bylaws of the Corporation of Gonzaga University provides:
369 “The President shall have the authority and responsibility for leading the University, for
370 the supervision and management of the University...” In addition, “the President has the
371 power to appoint and dismiss faculty, staff, administrative personnel and officers of the
372 University.” This empowers the President to appoint administrative officers to whom they
373 delegate both specific and general administrative responsibilities. The Bylaws of the
374 Corporation of Gonzaga University obligate the President (among other specific
375 responsibilities) to prepare an annual budget for approval by the Board of Trustees.

376 **301.02 Proper Authority and Shared Governance**

377 (a) Administrators and faculty acknowledge that the achievement of the University’s
378 mission and goals is a shared endeavor. Administrators engage in a spectrum of
379 institutional activities and their fundamental approach to prioritization and decision-
380 making should reflect integrity, transparency and consultative decision-making with
381 faculty.

382 (b) Administrators and faculty members recognize each other’s specific expertise and
383 purpose, and they mutually recognize their appointed responsibilities. As previously
384 outlined in this *Faculty Handbook*, the academic expertise of faculty positions them to
385 have primary responsibility regarding curriculum and academic programs, and to make
386 evaluative judgments across an array of academic functions. Likewise, the President
387 appoints administrators based on their professional expertise and grants specific authority
388 to administrators to effectively lead, supervise, and manage the University, fulfilling the
389 President’s responsibility, as assigned by the Board of Trustees. While recognizing and
390 honoring the unique roles of each, the Administration is committed to engaging in
391 processes that maximize participation by the faculty, ensuring that faculty perspectives
392 inform decision-making – particularly when such decisions relate to searches for key
393 leadership positions, resource allocation, and program development and
394 discontinuation. Shared governance thus seeks to balance a sincere collaboration between
395 faculty and administrators with the recognition that shared governance occurs with due
396 respect for the expertise and proper authority of the parties, and that neither party can
397 abandon their proper role and responsibility in the process.

398 (c) Pursuant to the authority granted in The Corporation of Gonzaga University Bylaws,
399 the Board of Trustees has authorized the President to execute contracts and other written
400 instruments on its behalf. The Board of Trustees acknowledges and affirms that the
401 *Faculty Handbook* is a contract ratified upon agreement between the Board of Trustees
402 and the faculty. The Board of Trustees, therefore, must ensure the proper execution of the
403 obligations outlined in the *Faculty Handbook*, through the administration of the President,
404 Provost, Deans, and administration of the University. In addition, the President has the
405 power to delegate contracting authority and does so in a written Presidential Delegations

406 of Signature Authority for Contracts document that delegates authority to the Provost and
407 deans, among others.

408

409 **302.00 Faculty Ranks and Qualifications**

410 **302.01 The Academic Ranks**

411 (a) The University appoints all tenure-track and term-appointed faculty to specific
412 departments, programs, or schools as described in section 303.01.

413 (b) The academic ranks for tenure-track faculty appointments are, in ascending order:
414 *Assistant Professor, Associate Professor, Professor, and Distinguished Professor*. The
415 academic ranks for term-appointed faculty are, in ascending order: *Lecturer, Senior*
416 *Lecturer, Professor of Practice*, as well as the titles *Clinical Assistant Professor, Clinical*
417 *Associate Professor, and Clinical Professor*. The appointments for unranked faculty are
418 *Visiting Faculty, Distinguished Visiting Faculty, Adjunct Instructor, and Emeritus*
419 *Faculty*. Faculty members whom the University appoints to one of the academic ranks
420 based on their qualifications constitute the ranked faculty of the University.

421 (c) Except as noted in **302.05(a)(2)(iv)** and **302.05(b)(2)**, all ranked faculty members
422 have voting rights in their departments, schools, and in the Faculty Assembly unless
423 those individuals hold the administrative positions of President, Provost, Vice President,
424 Vice Provost, Associate Provost, Dean, or Associate Dean.

425 (d) Sections **300, 302-306** of the Faculty Handbook describe the criteria and process for
426 the appointment, reappointment, and evaluation of the Faculty.

427 **302.02 Joint Appointments**

428 (a) At the time of initial appointment, the involved departments or schools negotiate joint
429 appointments. All relevant deans and the Provost must approve such appointments.

430 (b) The involved departments or schools may also request the appointment of a ranked
431 faculty member as an adjunct instructor in another department with the approval of the
432 relevant department chair and the dean. Such faculty members are full-time members of
433 the department in which they hold the ranked appointment.

434 (c) The Provost, at the request of a current faculty member, may convert their
435 appointment to a joint appointment. This requires the endorsement of the involved
436 departments and programs, and the relevant academic dean(s), and approval by the
437 Provost, who will make the recommendation to the President.

438 **302.03 Dual Appointment**

439 In special circumstances, the University may participate in dual faculty appointments
440 with another academic institution, subject to the Provost's approval

441

442 **302.04 Tenure-Track Ranked Faculty**

443 (a) Tenure-track faculty are evaluated annually through the reappointment process (see
444 304 and 305).

445 (b) Tenure-Track Faculty have faculty rights and responsibilities, including both voice
446 and vote in the Faculty Assembly, in the college or school, and in the department or
447 program.

448 (c) Minimum qualifications for hire:

449 (1) Assistant Professor – Assistant Professors must possess the doctorate or the
450 highest terminal degree normally recognized for the discipline (e.g., MFA in some
451 arts fields, JD in law).

452 (2) Associate Professor – Associate Professors must possess the doctorate or the
453 highest terminal degree normally recognized for the discipline (e.g., MFA in some
454 arts fields, JD in law). Additionally, for the University to hire a faculty member at
455 the rank of Associate Professor, a faculty member must meet the qualifications for
456 the rank as stipulated in **304**.

457 (3) Professor – Professors must possess the doctorate or the highest terminal
458 degree normally recognized for the discipline (e.g., MFA in some arts fields, JD
459 in law). Additionally, for the University to hire a faculty member at the rank of
460 Professor, a faculty member must meet the qualifications for the rank as stipulated
461 in **304**.

462 **302.05 Non-Tenure Track Ranked Faculty**

463 (a) Fixed Term Appointments- Lecturers, Senior Lecturers, and Professors of Practice

464 (1) The primary work of Lecturers is teaching. Additional non-teaching
465 requirements shall be determined by the department or program, in consultation
466 with the dean, at the time of appointment, or by mutual agreement between the
467 Lecturer and the Lecturer's immediate supervisor, but the aggregate of a
468 Lecturer's responsibilities shall not exceed the aggregate responsibilities of a
469 tenure-track faculty member in that department or school. Lecturers are appointed
470 to the rank of Lecturer, Senior Lecturer, and Professor of Practice. These faculty
471 neither have tenure nor are eligible for tenure at these ranks. They are, however,
472 welcome to apply for open tenure-track positions in their departments or schools
473 consistent with the standards outlined in **304**. In extraordinary cases when a

474 Lecturer, Senior Lecturer, or Professor of Practice has exceeded the expectations
475 of their rank, and subject to the specific instructional and scholarly needs of their
476 department or school, and with the approval of the Dean and Provost, they can be
477 converted to a tenure-track line

478 (2) Lecturers may be hired in any department or school throughout the university
479 to address recurring curricular needs or in areas where professional practice is
480 essential to pedagogical practice. The recurring nature of these positions is a
481 recognition of the essential roles Lecturers, Senior Lecturers, and Professors of
482 Practice play as teachers and members of the community and the importance of
483 continuity in faculty, tenure track and otherwise.

484 (i) Lecturers hold one-, two-, or three-year appointments. There is no limit to
485 the number of times a Lecturer can be re-appointed. Lecturers undergo annual
486 review.

487 (ii) After six years serving full time in rank, a Lecturer may apply in their
488 seventh year for promotion to Senior Lecturer. If not granted promotion to
489 Senior Lecturer, the Lecturer may continue in their current position and may
490 reapply for promotion to Senior Lecturer in future years. Criteria for
491 promotion to Senior Lecturer are determined by each college or school and
492 approved by the Provost.

493 (iii) Senior Lecturers and Professors of Practice hold three-year appointments,
494 and there is no limit to the number of times they can be re-appointed. Senior
495 Lecturers and Professors of Practice undergo review and reappointment in the
496 second year of their appointment.

497 (iv) Lecturers, Senior Lecturers, and Professors of Practice have a vote in the
498 Faculty Assembly. A school or department may grant them a voice and vote
499 when appropriate to their professional responsibilities.

500 (v) Lecturers, Senior Lecturers, and Professors of Practice who bring
501 professional practice to the classroom will maintain current professional
502 standing in their field and practice area, as well as in methods of instruction,
503 and bring that knowledge to the learning environment. At the time of
504 appointment, the relevant dean, in consultation with the department or
505 program, specifies, proportionate to the Lecturer's load, any restrictions on
506 related professional activity outside the University.

507 (vi) After seven years serving full time in rank, a Senior Lecturer may apply
508 in their eighth year for promotion to Professor of Practice. Requirements for
509 promotion to Professor of Practice are determined by each college or school
510 and approved by the Provost.

511 (vii) Minimum qualifications for hire: Lecturers and Senior Lecturers must
512 possess a master's degree in the field or in a related field, a professional
513 doctorate, a discipline-specific terminal degree, or be in the dissertation stage
514 of a terminal degree. Alternatively, an applicant may present a combination of
515 academic credentials and professional experience and expertise that a
516 department/school and its dean deem appropriate. Professors of Practice shall
517 hold a terminal degree.

518 (b) Clinical Faculty Appointments

519 (1) In certain instances, special long-term faculty appointments may be required
520 by virtue of accreditation, rules of licensure or practice, or due to shared
521 relationships between Gonzaga University and other academic institutions
522 governed by different faculty appointment practices as well as requirements of
523 Gonzaga University faculty to maintain professional employment in clinical
524 settings, P-12 education, or other professional appointments. These special
525 appointment structures will be governed by agreements specific to the school and
526 to the governing rationale for a special structure (i.e., standards provided by
527 accrediting bodies). Such agreements must be approved by the Provost of the
528 University.

529 (2) Unless otherwise articulated in the agreement, faculty governed by Clinical
530 Faculty Appointments must maintain 75% FTE at Gonzaga University to have a
531 vote in the Faculty Assembly, in the college/schools, and the department, and are
532 considered full time.

533 (3) Clinical Faculty are considered ranked faculty and hold the titles of, in
534 ascending order, *Clinical Assistant Professor*, *Clinical Associate Professor*, and
535 *Clinical Professor*.

536 (4) The academic preparation, academic degree credentials, state and federal
537 licensure requirements, and professional work at Gonzaga University that are
538 required to progress in the clinical ranks will be established by the promotion and
539 tenure guidelines of the specific school. Such guidelines must be approved by the
540 Dean and Provost.

541 (5) Individuals holding the rank of *Clinical Assistant Professor* may notify their
542 dean of their intent to apply (at soonest) during the spring semester of their fifth
543 year in rank for promotion to *Clinical Associate Professor*. The review of their
544 application by their department, school, College, and University will take place in
545 the following (sixth) academic year according to guidelines developed by the
546 departments or schools. Individuals holding the rank of *Clinical Associate*
547 *Professor* may (at soonest) notify their dean of their intent to apply during the
548 spring semester of their fifth year in rank for promotion to *Clinical Professor*. The
549 review of their application by their department, school, College, and University will
550 take place in their following (spring) academic year.

551 (c) Legacied Faculty Ranks

552 All ranked faculty prior to the [Effective Date of Handbook Revisions] shall
553 retain their rank, rights, and privileges.

554 **302.06 Unranked Faculty**

555 (a) Visiting Faculty

556 (1) The University appoints Visiting faculty, which includes postdoctoral
557 fellows, to fill non-recurring curricular needs. These faculty will have only
558 teaching responsibilities. Visiting Faculty will maintain a .5 FTE teaching load or
559 higher. The involved departments or schools must evaluate Visiting Faculty
560 annually. Unless specified otherwise at the time of initial hire, Visiting Faculty
561 may apply for a Lecturer or tenure-track Assistant Professor position if they meet
562 the requirements for the position.

563 (2) Given the temporary nature of their appointments, Visiting Faculty members
564 do not have a voice or vote in the Faculty Assembly. A school or department may
565 grant Visiting Faculty members a voice and vote in the department or school.

566 (3) Visiting Faculty members have neither tenure nor a promotion track, nor are
567 they eligible for either. There is no expectation of or right to continued
568 employment beyond the term of the Visiting Faculty Member's contract.
569 Continuation of the Visiting Faculty Member with a contract renewal is at the sole
570 discretion of the Dean and Provost and subject to the needs of the University.

571 (4) If a faculty member holds rank at another institution, the member retains the
572 title held at the home institution (e.g., Visiting Assistant Professor, Visiting
573 Associate Professor, and Visiting Professor). The relevant dean and the Provost,
574 in consultation with the department or program, will determine the rank for
575 faculty with no home institution. In all cases, the University will consider these
576 faculty members unranked with respect to the terms and stipulations of this
577 Faculty Handbook.

578 (b) Distinguished Visiting Faculty

579 (1) The University appoints Distinguished Visiting Faculty, which includes "in-
580 residence" and faculty whom the University invites because of their expertise in a
581 particular area and/or to undertake special projects.

582 (2) Given the temporary nature of their appointments, Distinguished Visiting
583 Faculty members do not have a voice or vote in the Faculty Assembly. A school
584 or department may grant Distinguished Visiting faculty members a voice and vote
585 in the department or school.

586 (3) If a faculty member holds rank at another institution, the member retains the
587 title held at the home institution (e.g., Distinguished Visiting Assistant Professor,
588 Distinguished Visiting Associate Professor, and Distinguished Visiting
589 Professor). The relevant dean and the Provost, in consultation with the department
590 or program, will determine the rank of faculty with no home institution. In all
591 cases, the University will consider these faculty members unranked with respect
592 to the terms and stipulations of this Faculty Handbook.

593 (4) Distinguished Visiting Faculty members have neither tenure nor a promotion
594 track, nor are they eligible for either. There is no expectation of or right to
595 continued employment beyond the term of the visiting faculty member's contract.
596 Continuation of the Distinguished Visiting Faculty member with a contract
597 renewal is at the sole discretion of the dean and provost and subject to the needs
598 of the University.

599 (c) Adjunct Instructor

600 (1) The University hires Adjunct Instructors on a semester or annual basis.
601 Adjunct Instructors may teach up to six credits in each semester in which the
602 University employs them. The dean and the Provost must approve exceptions to
603 the load limit.

604 (2) Adjuncts must possess, at least, a master's degree in the field or in a related
605 field or possess equivalent professional experience.

606 (3) The relevant department/program, school, or college will evaluate Adjunct
607 Instructors solely based on their teaching performance. The University will not
608 assign Adjunct Instructors additional duties beyond their teaching-related
609 obligations.

610 (4) Adjunct Instructors are not eligible to vote in the Faculty Assembly, in the
611 college/school, or the department/program.

612 (5) Adjunct Instructors neither have tenure nor are eligible for tenure.

613 (6) Adjunct Instructors are not governed by the *Faculty Handbook*.

614 (d) Emeritus/a Faculty

615 (1) Upon retirement from the University, tenured faculty members holding the
616 rank of Associate Professor, Professor, or Distinguished Professor may apply for
617 the rank of *Professor Emeritus/a*.

618 (2) Applications for the designation of *Professor Emeritus/a* are evaluated by the
619 department, school, or college, as appropriate, and, if supported, forwarded by the
620 Dean to the Provost for consideration.

- 621 (3) Recommendations of the Provost are sent to the President for their
622 consideration.
- 623 (4) Those individuals holding the rank of *Professor Emeritus/a* are not employees
624 of the University, and do not hold voting rights in their department, school,
625 college, or the Faculty Assembly. They may not hold administrative appointments
626 within Gonzaga University.
- 627 (5) Those individuals holding the rank of *Professor Emeritus/a* may have access
628 to University Library, recreational, or information technology resources. As non-
629 employees, they are not eligible for university benefits.
- 630 (6) An emeritus faculty member is one who has given generous and distinguished
631 service as a teacher or administrator. In ordinary circumstances, minimum
632 qualification for emeritus status would be having served as a tenured faculty
633 member at Gonzaga for at least ten years with rank of at least Associate Professor.

634 **303.00 Appointments, Reappointments, and Tenure**

635 The President of the University, as authorized by the Board of Trustees, makes
636 appointments and reappointments, and confers tenure. At their sole discretion, the
637 President may delegate authority for certain of these decisions.

638 **303.01 Initial Appointments and Reappointments**

639 In making initial appointments to the Faculty, the President is advised by the Provost, the
640 appropriate dean, the department chair (where applicable), and members of the
641 department or school who hold ranked faculty positions. The rank granted at the initial
642 appointment shall be determined according to the minimum qualifications for rank as
643 specified in the *Faculty Handbook* (see **301-302**). In making reappointments of faculty,
644 the President is advised by the Provost, the appropriate dean, the department chair (when
645 applicable), and a departmental or school committee on Reappointment (see **304-305** for
646 the reappointment procedures).

647 **303.02 Contract Renewal**

648 Contracts for ranked faculty normally run for one academic year. While tenured faculty
649 members receive their contracts automatically, untenured faculty members receive notice
650 of renewal or nonrenewal pursuant to **305.03 (d) (2)**. All decisions to renew or not renew
651 an untenured faculty member follow an annual review process (for assistant professors)
652 or are conducted in the penultimate year of contract (for lecturers, senior lecturers, and
653 professors of practice) conducted at the department, school, and/or college level. All
654 tenured faculty also go through a review every three years.

655 **303.04 Probationary Appointments**

656 The probationary period of a tenure-track appointment provides time for individuals to
657 develop and prove themselves as members of the University community and for their
658 colleagues to observe and evaluate and to assist and advise them on their performance.
659 During the first year of the probationary period, the faculty member should focus on
660 understanding and embracing the University's mission; understanding all relevant
661 University criteria (and departmental or school guidelines) for reappointment, tenure, and
662 promotion; and developing goals the faculty member expects to achieve in order to merit
663 tenure and promotion by the end of the probationary period.

664 **303.05 Tenure**

665 (a) Tenure means that the University continues to offer a faculty member a contract
666 annually until the faculty member retires or resigns from the University. Exceptions to
667 this rule arise only for the following reasons, which are explained in **309** and **310**: major
668 changes in the curriculum of a program or program discontinuation, or elimination of an
669 academic unit or equivalent, University financial exigency, substantial failure to perform
670 the duties of the position, or cause. **The purposes of tenure are:**

671 (i) to encourage academic freedom in teaching and research;

672 (ii) to protect faculty members from unwarranted pressure to conform to other
673 people's views, especially political views held by people outside the University;

674 (iii) to provide sufficient economic security to make academic service at the
675 University attractive to talented individuals.

676 (b) Tenure carries duties to the University and its students, as well as rights for the
677 faculty member. The University evaluates tenured faculty every three years according to
678 the procedures in section 306. It expects tenured faculty members to maintain good
679 performance throughout their service and to continue to take an active role in the life of
680 the University.

681 **303.06 The Probationary Period and the Date of Tenure**

682 (a) The University awards tenure after a faculty member successfully applies for
683 promotion to associate professor with tenure. This application begins ordinarily with the
684 faculty member notifying their dean of their intent to apply during the spring of a faculty
685 member's fifth year of the probationary period serving in the ranked faculty, as
686 articulated in Section 304.

687 (b) The University and the faculty member may agree to shorten the probationary period
688 when a faculty member comes to the University with experience as a full-time faculty
689 member or librarian at an accredited college or university. In such cases, up to three years
690 may count as part of the University's probationary period. The faculty member's first
691 contract shows any such award of credit. In these circumstances, the years credited to the
692 individual shall also count as part of that individual faculty members 'years in rank.'

693 (c) The University may in rare circumstances grant tenure to a faculty member upon
694 initial appointment. The University Committee on Rank and Tenure must evaluate any
695 such appointment and provide a recommendation to the President. The faculty member’s
696 initial appointment letter shows any such award of tenure.

697 (d) Faculty receive written notification of the President’s decision regarding tenure by
698 June 1 of the faculty member’s sixth year of employment.

699 (e) An individual’s tenure takes effect at the beginning of the academic year immediately
700 following the President’s decision and will be written into the individual’s academic year
701 contract.

702 (f) For individuals whose employment at the University begins in January rather than the
703 beginning of an academic year, their “clock” for six years will begin in the month of
704 August following the first date of employment.

705 (g) In extraordinary circumstances of personal hardship, the arrival of a child (see Section
706 4XX), or unforeseen professional circumstances, a faculty member may apply for a
707 “stopping of the tenure clock.” This stop of the clock delays the application process and
708 decision on tenure by a year. The decision to stop the clock is made by the Provost upon
709 request of the individual faculty member and the recommendation of the faculty
710 member’s Chair and/or Dean.

711 **304.00 CRITERIA FOR REAPPOINTMENT, TENURE, AND PROMOTION**

712 **304.01 General Criteria**

713 (a) Gonzaga University is first and foremost committed to providing an exemplary
714 education for our students. As a Catholic, Jesuit, liberal arts institution this means helping
715 our students grow in their academic knowledge, their compassion for others, and their
716 desire to make the world a better place. Gonzaga faculty members play essential roles in
717 providing this process of formation, through classroom instruction as well as through
718 fostering an intellectually creative and caring environment on campus. In order to excel
719 as a Catholic, Jesuit, liberal arts institution all faculty must demonstrate competence in
720 the classroom. Tenure-track faculty must also create and disseminate scholarly and/or
721 creative work appropriate to one’s discipline(s); provide on-going service to our Gonzaga
722 community; and provide competent advising to our students through advisory roles
723 outside of the classroom. The essential criteria for promotion, reappointment, and tenure
724 in each of these four areas follow below.

725 (b) An integral and necessary component of demonstrating competence in these four
726 areas is a reflective narrative. The faculty member will create and submit a reflective
727 narrative that describes their abilities and accomplishments with reference to the four
728 areas of faculty evaluation and use the accompanying evidence to support claims of
729 accomplishment made in the narrative. This narrative serves to expand on and provide
730 context for the faculty member’s on-going accomplishments and contributions and to

731 explain their significance. The sections below identify other evidence that must be
732 included in petitions for reappointment, promotion, and tenure.

733 (c) Departments or schools shall create reappointment, promotion, and tenure guidelines
734 in regard to the criteria set forth in the *Faculty Handbook*. These documents cannot
735 establish specific criteria that contradict the *Faculty Handbook*. However, they shall
736 establish guidelines for how faculty in a department or school satisfy the handbook
737 criteria. These guidelines must be approved by the appropriate dean and the Provost. The
738 department or school shall make all such guidelines available to all faculty and shall
739 review and, as appropriate, update these guidelines at least every seven years.

740 (d) Gonzaga faculty shall adhere to a high standard of professional ethics. Gonzaga
741 University subscribes to the 2009 AAUP Statement on Professional Ethics (see Appendix
742 300C) and expects faculty members to reflect that statement's principles in their lives at
743 Gonzaga. In its reappointment, promotion, and tenure procedures, the University seeks to
744 ensure both excellence in its faculty and fairness to individual faculty members under
745 consideration.

746 (e) The University, through departmental chairs, deans, or unit supervisors, advises all
747 faculty members, at the time of initial appointment, of the criteria and procedures
748 employed in decisions affecting reappointment and promotion with tenure. The
749 individual faculty member bears responsibility for becoming familiar with and following
750 standards and procedures.

751 (f) The University, through department chairs, deans, or unit supervisors, provides
752 constructive formative feedback in the form of pre-tenure annual review using the criteria
753 found in 303.01, 304.02, 304.03, 304.04, and 304.05, as well as the department- and
754 school-specific guidelines developed to elaborate those criteria.

755 **304.02 Teaching**

756 (a) Gonzaga expects faculty, regardless of rank, to exhibit consistently responsible and
757 informed teaching. When appropriate, the University also expects faculty to relate subject
758 matter to Gonzaga's mission values, including social justice, diversity, intercultural
759 competence, and care for the planet. Teaching involves classroom instruction, evaluation
760 of student work, curriculum development, course design, and encouraging students to
761 explore, invent, and discover; and foster a culture in which students take responsibility
762 for their own education and formation. Gonzaga faculty should examine their
763 instructional work and intentionally seek and test out approaches that will more
764 effectively support student learning and development. Evidence to support teaching
765 effectiveness may include, but is not limited to:

766 (1) sample syllabi and other course materials (e.g., sample assignments);

767 (2) participation in teaching development activities as well as a discussion about
768 how these activities have informed the faculty's teaching;

- 769 (3) peer evaluations of teaching (developed from classroom visits);
- 770 (4) work directed at student learning such as the direction of theses, dissertations,
771 projects, internships, or other major works;
- 772 (5) curricular improvement and other contributions to program and curriculum
773 development, including the preparation of new courses and course materials;
- 774 (6) the mentoring of new faculty members in their work as teachers;
- 775 (7) the integration of experiential learning, community-engaged learning, or other
776 mission-centric learning into the classroom experience
- 777 (8) the implementation of research-based high-impact practices appropriate to the
778 discipline.
- 779 (9) Structured student feedback in organized classes taught by the faculty
780 member. Such structured feedback will be administered each semester by the
781 University and may be tailored for needs appropriate to the school or college as
782 well as the teaching modality of the course.
- 783 (b) For reappointment of a tenure-track or fixed-term candidate, the candidate must
784 provide evidence of teaching effectiveness. If a faculty member's teaching performance
785 does not meet expectations, such factors as the likelihood of future improvement and the
786 extent of the person's contributions in professional development and University service
787 are considered, but they will not substitute for a continued lack of effectiveness in
788 teaching.
- 789 (c) For promotion to Senior Lecturer or to Associate Professor with tenure, a faculty
790 member must have demonstrated a high level of teaching effectiveness or library
791 performance as described in **304.02(e)**.
- 792 (d) For promotion to Professor or Professor of Practice, a faculty member must have
793 maintained a high level of teaching effectiveness or library performance as described in
794 **304.02(e)**.
- 795 (e) Corollary Statement for Librarianship
- 796 This corollary recognizes the differing nature of library faculty contributions.
797 References to "teaching" throughout this *Faculty Handbook* correlate to
798 "professional performance" in the case of the Library faculty. The accepted
799 standards and best practices within the library profession establish the standards
800 of evaluation for the performance of assigned duties. For details, see the
801 Library's specific guidelines.
- 802

803

804 **304.03 Scholarly/Creative Work**

805 (a) The University affirms that the creation and dissemination of scholarly/creative
806 work profoundly benefits the Gonzaga community, scholars themselves, the students we
807 teach, wider academic disciplines, and communities beyond academia. Thus, the
808 University expects all faculty members to create and disseminate professional work
809 within their discipline(s) in accordance with their rank.

810 (b) The University recognizes that scholarship and creative work takes different forms
811 including scholarship of discovery, scholarship of integration, scholarship of engagement,
812 and scholarship of teaching and learning. While all of these forms of scholarship and
813 creative work are acceptable, faculty are not required to do work in each of these forms.
814 Departments or schools may give different relative weights to each of these forms of
815 scholarship, but they must credit scholarship of any of the four forms.

816 (1) Scholarship of discovery builds new knowledge through disciplinary or multi-
817 disciplinary research. Evidence of this work includes, but is not limited to,

818 (i) peer-reviewed articles;

819 (ii) books and book chapters published by presses employing peer review;

820 (iii) law reviews (where law students are recognized and acting as faculty
821 peers) and law journals;

822 (iv) exhibits in juried shows and/or performances for public audiences
823 with peer review; and

824 (v) peer reviewed nationally or internationally awarded research grants.

825 (2) Scholarship of integration involves synthesis of information/ideas across
826 disciplines, across topics within a discipline, or across time. Evidence of the
827 scholarship of integration includes, but is not limited to,

828 (i) a comprehensive literature review published in a peer-reviewed journal;

829 (ii) publication of a textbook to be used in multiple disciplines by a publisher
830 employing peer review; and

831 (iii) publication of a peer reviewed article or book that provides an original
832 synthesis of work within one's discipline.

833 (3) Scholarship of engagement is work that uses research findings and innovations
834 for practical applications and to solve problems; it goes beyond the service duties

835 of a faculty member to those within or outside of the university and involves the
836 rigor and application of disciplinary expertise with results that can be shared with
837 and evaluated by peers. Evidence of this work includes, but is not limited to,

838 (i) peer-reviewed articles or textbooks;

839 (ii) consulting related to one's field that may benefit non-profits, government,
840 or commercial entities; and

841 (iii) research for community organizations that are public and peer-reviewed.

842 (iv) implementation of contemporary scholarship or research-based practices
843 toward the betterment of non-profit, government, or social sector
844 organizations.

845 (4) Scholarship of teaching and learning is the systematic study of teaching and
846 learning processes. It differs from scholarly teaching in that it requires a format
847 that allows for public sharing, opportunity for application by others, and peer
848 evaluation. Evidence of this work includes, but is not limited to,

849 (i) peer-reviewed publication of articles or books that advance learning theory;

850 (ii) development of national curricula that are peer-reviewed; and

851 (iii) peer-reviewed analysis and publication of classroom pedagogical
852 experiments.

853 (c) Other scholarship and creative work include: non-peer reviewed book chapters;
854 articles in non-refereed journals that peers recognize as high quality journals; book
855 reviews; internally awarded grants and contracts; presentations to professional colleagues
856 and practitioners; documents that apply knowledge to improve professional practice; non-
857 juried shows or performances; and non-peer reviewed published books. The weight and
858 value placed on such activities, if any, is determined by the applicable school or
859 departmental guidelines.

860 (d) External letters of evaluation: The department, school, or college may solicit letters of
861 evaluation from individuals outside of Gonzaga University. Individual
862 departments/schools will decide whether to do so and how according to their own
863 guidelines to provide additional information on the candidate's scholarship or creative
864 work. In so doing,

865 (1) an appropriate range of outside referees should be solicited who can speak to
866 the quality of the candidate's work and its impact in consultation with the
867 candidate and the department.

- 868 (2) such external letters speaking to quality can avoid unnecessary focus on
869 quantity of work.
- 870 (3) because of the wide ranges of scholarship and creative work recognized and
871 valued by the University, including the scholarship of discovery, the scholarship
872 of integration, the scholarship of engagement, and the scholarship of teaching,
873 described in 304.03(b), outside referees may be sought from the academic
874 community, local/state/national government, community organizations,
875 professional societies, non-profit organizations, P-12 educational systems, or
876 other entities that speak to the specific kinds of scholarship undertaken by the
877 candidate.
- 878 (4) external referees should be informed of the specific criteria for promotion and
879 tenure within the specific department/school/college.
- 880 (5) while such external letters are not required, they are one mechanism that may
881 be helpful in evaluating the quality and impact of the diverse academic disciplines
882 represented at the University.
- 883 (6) the process for deciding upon appropriate referees will be specified in the
884 department/school/college RPT criteria,
- 885 (7) the process for deciding upon appropriate referees shall involve some level of
886 consultation with the candidate and the relevant chair or departmental RPT
887 committee
- 888 (8) the letters of evaluation, for those units that decide to incorporate them in their
889 promotion and tenure guidelines, will become part of the candidate's application
890 and shall be viewable by the candidate prior to the submission of the application
891 to the department unless the candidate explicitly waives their right to view the
892 letters.
- 893 (e) For reappointment of a tenure-track candidate, the candidate must provide evidence of
894 scholarly and/or, depending on the field, creative activity. Departmental/school
895 guidelines should give a clear outline of expectations. Tangible scholarly/creative
896 accomplishments may occur at different points in the probationary period. However, the
897 candidate must demonstrate sustained scholarly/creative work as the candidate advances
898 toward tenure.
- 899 (f) For promotion to Associate Professor with tenure, the candidate must demonstrate
900 continued scholarly and/or, depending on the field, creative work of recognized quality
901 since initial appointment.
- 902 (g) For promotion to Professor, the candidate must demonstrate sustained scholarly
903 and/or, depending on the field, creative work of recognized quality since the candidate's

904 previous promotion, or demonstrated and sustained leadership in building the
905 scholarly/creative academic profile of a unit overseen by the candidate.

906

907 **304.04 Advising**

908 (a) Advising is an expression of the University’s concern for the development of the
909 whole person. It includes formal advising relationships, mentoring, and informal advising
910 on courses and academic programs, on academic life generally, and on internship and
911 career opportunities.

912 (b) The central element in high-quality advising is a genuine and sustained concern for
913 students as persons and for their academic and personal growth, the latter of which can be
914 manifest in leadership development, service learning, experiential learning, retreats, and
915 more. An effective advisor is available to students for consultation outside the classroom;
916 familiar with current requirements of the University; aware of the student’s standing in
917 relation to these requirements; and knowledgeable about other services available to
918 students. An effective advisor also helps students in setting and achieving their goals.

919 (c) Faculty on fixed-term contracts will be advised by the dean or department chair of the
920 extent to which advising is or will become a factor in their reappointment, promotion, or
921 contract renewal.

922 (d) Tenured/tenure-track faculty will be evaluated on advising along with teaching,
923 scholarship/creative work, and academic citizenship and professional service.

924 (e) The departments, schools, and/or college will create criteria and guidelines of
925 advising appropriate for the disciplines and the needs of the schools, college, and
926 University which will be reviewed and approved by the appropriate dean and the Provost.

927 (f) For promotion to Associate Professor with tenure, a faculty member must have
928 demonstrated a high level of advising effectiveness or library performance.

929 (g) For promotion to Professor, a faculty member must have maintained a high level of
930 advising effectiveness or library performance.

931 **304.05 Academic Citizenship and Professional Service**

932 (a) Mission-centered citizenship and service is critical to the vitality and success of
933 Gonzaga University. Faculty members share in Gonzaga’s commitment to responsible
934 intellectual inquiry and academic freedom, to the dignity of the person, to justice, and to
935 ethical behavior. Academic citizenship entails a general spirit of respect for diverse ideas
936 and opinions as well as active participation in service that benefits the University. Faculty
937 members shall act with respect and fairness toward others and treat others as colleagues,

938 with compassion and understanding. Gonzaga faculty members are colleagues who are
939 united in a common educational purpose and a shared University mission.

940 (b) Academic citizenship is defined as, but is not limited to, service to the university,
941 department/school, and one's individual discipline or profession. Faculty members reflect
942 their commitment to the mission of the University in their participation in the life and
943 governance of the University. Service to the University and one's department includes
944 participating and providing leadership in committee work, participation in the shared
945 governance of the University, department, school, or University curriculum development,
946 and other University activities. Activities outside the University do not serve as a
947 substitute for service to the University or the candidate's department/school. Outside
948 service to the discipline or the profession includes serving in roles and in other ways
949 making contributions to one's scholarly or professional society, such as service on
950 committees, task forces, conference planning groups, editorial boards, and, in appropriate
951 cases, in their relations to the civic community.

952 (c) Faculty appointed for a fixed term will be advised by the dean or department chair at
953 the time of their appointment of the extent to which academic citizenship and
954 professional service will be factors in their reappointment, contract renewal or promotion.

955 (d) For reappointment, the tenure-track candidate must demonstrate service to the extent
956 provided for in department/school guidelines. The University expects the candidate to
957 demonstrate service as outlined above, with increasing emphasis on this evaluation area
958 as the faculty member advances toward tenure.

959 (e) For promotion to Associate Professor with tenure, a faculty member must provide
960 evidence that the faculty member is a constructive and responsible colleague who has
961 taken an active role in the life of their department, school, and/or University community.
962 This will continue to be examined through the post-tenure review process.

963 (f) For promotion to Professor, a faculty member must demonstrate they have sustained
964 and extended the faculty member's record of being a constructive and responsible
965 colleague who has demonstrated leadership in the life of their department, school, and/or
966 University community. Those promoted to Professor will demonstrate leadership that
967 benefits not just their discipline, but the University broadly and substantively.

968 **304.06 Criteria for Promotion to Associate Professor with Tenure**

969 (a) Tenure is one of the most important commitments which Gonzaga makes to its
970 faculty. The decision to confer or deny promotion to Associate Professor with tenure is
971 ordinarily made in the last year before the completion of the probationary period. This
972 means that an individual would apply for promotion to Associate Professor with tenure in
973 the Fall of the individual's sixth year. In exceptional cases candidates may present their
974 application one year early; a candidate who applies early for tenure and promotion to
975 Associate Professor and is unsuccessful is not precluded from applying again at the
976 normal time in Fall semester in the sixth year. The process of evaluation for promotion to

977 Associate Professor with tenure is a continuous one, from the initial appointment through
978 the final tenure review. The decision to award promotion to Associate Professor with
979 tenure represents the judgment of the department or school and the university community
980 that the faculty member has achieved a high level of performance and will continue to
981 grow, that the faculty member is and will continue to be a desirable permanent colleague,
982 and that the faculty member will continue to make significant contributions to the
983 university in the future.

984 (b) The successful candidate will have demonstrated satisfactory progress during the
985 probationary period as described previously in this section.

986 (c) Evidence of serious deficiencies in meeting any of the criteria will act as a bar to the
987 awarding of tenure and promotion. Besides judgments about the individual made on
988 professional grounds, long-range academic plans and needs of the University and the
989 financial situation of the University may lead to the denial of tenure.

990 (d) For the granting of tenure, a faculty member must provide evidence that the faculty
991 member is a constructive and responsible colleague who has embraced the university
992 mission and taken an active role in the life of their department, school, and University
993 community.

994 (e) The faculty member must have demonstrated clear evidence of effectiveness in
995 contributions to teaching or library performance, advising, scholarly or creative work,
996 and responsible academic citizenship and professional service as described in Sections
997 304.02 – 304.05.

998 **304.07 Criteria for Promotion to Senior Lecturer**

999 Each department, college, or school will determine the criteria for promotion to Senior
1000 Lecturer. The Provost must approve these criteria.

1001 **304.08 Criteria for Promotion to Professor of Practice**

1002 Individuals may apply in the spring semester of their eighth year (or beyond) in rank for
1003 promotion to Professor of Practice after completing seven years in rank as Senior
1004 Lecturer. Each college or school will determine the criteria for promotion to Professor of
1005 Practice, and the criteria for promotion will be the same for all departments, programs, or
1006 units within each college or school. The Provost must approve these criteria. No more
1007 than three applications may be submitted by the same individual.

1008 **304.09 Criteria for Promotion to Professor**

1009 (a) To be promoted to the rank of Professor, a faculty member should exhibit clear
1010 evidence of a substantive extension of the record on which the Associate Professorship
1011 was based, and must have served at least five years at the rank of Associate Professor, at

1012 least one year of which must have been at Gonzaga University. Candidates may apply in
1013 their fifth year.

1014 (b) The faculty member must have continued to maintain effectiveness in teaching or
1015 library performance, advising, and responsible academic citizenship and professional
1016 service as described under general criteria in **304.02- 304.05**, and must have achieved a
1017 sustained and recognized contribution as a mature and established scholar or professional
1018 based on significant research and publication in the normal channels of the discipline, or
1019 by distinguished work in the practical or fine arts.

1020 (c) For promotion to Professor, a faculty member must demonstrate they have sustained
1021 and extended the faculty member's record of being a constructive and responsible
1022 colleague who has demonstrated leadership in the life of their department, school, and/or
1023 University community. Those promoted to Professor will demonstrate leadership that
1024 benefits not just their discipline, but the University broadly and substantively.

1025 **304.10 Criteria for Promotion to Distinguished Professor**

1026 In certain circumstances, individuals at the rank of Professor may, after a period of not
1027 less than seven years in rank, be nominated in their eighth year (or beyond) in rank for
1028 promotion to the rank of Distinguished Professor. With this rank, the University
1029 recognizes those individuals who demonstrated exceptional service to the profession of
1030 teaching or exceptional service to the University. This exceptional designation represents
1031 the University's highest honor among ranked faculty and recognition of faculty excellence
1032 in service to the mission of the University. Nominations on behalf of eligible full
1033 professors will be submitted to the individual's department or unit for departmental
1034 consideration, and if there is concurrence at the level of department, chair, and dean, these
1035 nominations will be submitted for consideration by the University Committee on Rank
1036 and Tenure. For those exceptional cases of service endorsed by the Committee on Rank
1037 and Tenure, their recommendation will be forwarded to the President for consideration.
1038 An individual who is nominated unsuccessfully for the rank of Distinguished Professor
1039 may be considered again in future years. The University Rank and Tenure Committee will
1040 establish campus-wide criteria for which all faculty at the rank of Professor may be
1041 nominated; the Faculty Senate and subsequently the Provost must approve these criteria.
1042 No more than three nominations may be submitted for the same individual.

1043 **304.11 Criteria for Joint Appointment**

1044 In the case of a faculty with a joint appointment in two departments, the criteria to review
1045 reappointment, tenure, and promotion will be determined in a memorandum of
1046 understanding between the candidate, the departments, the dean(s), and the Provost which
1047 will be memorialized at the time of the faculty member's appointment to the University.

1048

1049 **305.00 Procedures for Reappointment, Tenure, and Promotion**

1050 **305.01 Conflict of Interest Defined**

1051 (a) For the purposes of **305**, a person has a conflict of interest in evaluating an application
1052 for reappointment, tenure, or promotion if: (1) the person has a personal interest in the
1053 decision or outcome, or a disposition toward or against an applicant, independent of the
1054 person’s performance as a faculty member or administrator; or (2) circumstances create a
1055 significant risk that the person’s professional judgment or actions regarding an application
1056 for reappointment, tenure, or promotion might be unduly influenced by potential for
1057 financial gain, desire for professional advancement, or a current or prior familial or
1058 amorous relationship. For example, a person related to the applicant, living in the same
1059 household as the applicant, or in an amorous relationship with the applicant has a conflict
1060 of interest. A person who has agreed to support or oppose an application in return for
1061 money, support for or opposition to an application of another applicant, or other valuable
1062 consideration, also has a conflict of interest.

1063 (b) A person does not have a conflict of interest merely because: (1) the person was the
1064 subject of a grievance filed by the applicant; or (2) the applicant was the subject of a
1065 grievance filed by the person. The fact that an applicant for tenure or promotion names a
1066 potential reviewer in a filed grievance does not automatically mean there is a conflict of
1067 interest. If the Grievance Committee does not find the named person to have violated
1068 the *Faculty Handbook* during the investigation of the grievance, then the filed grievance
1069 does not necessarily demonstrate a conflict of interest. The same holds true if this person
1070 names the applicant in a grievance.

1071 (c) An applicant or committee member who believes a committee member has or might
1072 have a conflict of interest may submit a written request to the committee chair, giving
1073 reasons, for that committee member not to participate in the committee’s review of the
1074 application. If the committee member declines the request, the other members of the
1075 committee shall decide the question by majority vote, with the Dean breaking a tie if
1076 necessary.

1077 (d) All faculty members who will ultimately vote on the reappointment, tenure, and
1078 promotion applications of a candidate must withhold judgment until being presented and
1079 having reviewed the dossier/portfolio of the candidate. Premature pronouncements,
1080 lobbying other faculty in the unit, and asserting conclusions as to the appropriateness of
1081 the application prior to having reviewed the application through the criteria of the
1082 reappointment/promotion/tenure guidelines of the unit will constitute a conflict of interest.
1083 Candidates who have concerns about such potential conflicts may appeal these matters to
1084 the chair, dean, or Provost.

1085 (e) Committee deliberations are expected to be confidential. Committee members who
1086 breach the confidentiality of the committee will be found to have created a conflict of
1087 interest.

1088

1089 **305.02 Participants**

1090 (a) All participants in the reappointment, tenure, or promotion process are responsible for
1091 following the procedures and meeting deadlines.

1092 (b) Applicants

1093 (1) Rights

1094 An applicant for reappointment, tenure, or promotion has the right to have all the
1095 processes and procedures outlined in **305** followed.

1096 (2) Responsibilities

1097 An applicant for reappointment, tenure, or promotion is responsible for: (i)
1098 submitting a complete application at all steps in the process by the applicable
1099 deadline; and (ii) including in the application all the information and material the
1100 applicant wants considered.

1101 (c) School and Departmental Committees on Reappointment, Tenure, and Promotion

1102 (1) Establishment of Committees

1103 (i) A school not organized by department shall have one committee to review
1104 applications for reappointment, tenure, and promotion.

1105 (ii) For a school organized by department, each department consisting of at
1106 least three eligible and available faculty members shall have a committee to
1107 review applications for reappointment, tenure, and promotion. For each
1108 department with fewer than three eligible and available faculty members, the
1109 Dean, in consultation with the department chair, shall determine who will
1110 review applications for reappointment, tenure, or promotion; the committee
1111 may thus be comprised of some faculty members within the department and
1112 additional faculty members from other appropriate academic units across the
1113 University.

1114 (iii) Schools or departments may choose to have two committees: one to
1115 review applications for reappointment, tenure, and promotion for tenure-track
1116 faculty and one to review applications for reappointment and promotion for
1117 term-appointed faculty.

1118 (iv) In the case of faculty with significant involvement in departments or
1119 programs other than that to which they are appointed, a representative of the
1120 secondary department or program may serve as an additional member of the

1121 applicant's RPT committee at the written request of the applicant and
1122 secondary department or program. Normally, significant involvement refers to
1123 a faculty member who regularly contributes one half of their FTE in teaching
1124 or service in the secondary department or program. The secondary department
1125 or program shall select one member from their RPT committee or elect one
1126 faculty member from their governing body or advisory group to serve on the
1127 candidate's committee.

1128 (v) In the case of a faculty with a joint appointment in two departments, the
1129 composition of the committee to review reappointment, tenure, and promotion
1130 will be determined in a memorandum of understanding between the candidate,
1131 the departments, the dean(s), and the Provost which will be memorialized at
1132 the time of the faculty member's joint appointment to the University.

1133 (2) Eligibility

1134 (i) Except as provided in (ii), (iii), (iv), (v), or (vi) below, a tenured faculty
1135 member or faculty member who has received notification from the President
1136 that tenure will be awarded is eligible to serve on a school or departmental
1137 committee on reappointment, tenure, and promotion of tenure-track faculty
1138 and term-appointed faculty. Law School renewable term-appointed faculty
1139 may serve on a Law School committee to the extent authorized by the Law
1140 School. Senior Lecturers may serve on committees evaluating Lecturers.

1141 (ii) Except as provided in (iii), (iv), (v), or (vi) below, the chair of any
1142 department with a committee shall be a member of and shall chair the
1143 committee.

1144 (iii) A school or department may by rule limit the faculty members who may
1145 review an application for promotion to either those who have already obtained
1146 the rank applied for or a higher rank. In a college or school in which a
1147 department has such a rule, that college or school shall establish procedures
1148 on whether and how to replace a committee member ineligible to review an
1149 application for promotion, and shall apply the procedures across all its
1150 relevant units.

1151 (iv) No faculty member may serve on a school or departmental reappointment,
1152 tenure, or promotion committee during an academic year in which the faculty
1153 member applies for promotion.

1154 (v) No faculty member on a school or departmental committee may review an
1155 application with respect to which the faculty member has a conflict of interest.
1156 Each college or school with a committee shall establish procedures on
1157 whether and how to replace a committee member who has a conflict of
1158 interest.

1159 (vi) The President, Provost, and the deans, including associate and assistant
1160 deans, as well as vice- and associate provosts, are not eligible to serve on a
1161 reappointment, tenure, or promotion committee. In the unusual situation in
1162 which an associate dean is an acting chair of a department, the associate dean
1163 shall serve as the chair of the department reappointment, tenure, and
1164 promotion committees.

1165 (vii) While on leave or on sabbatical, individuals may not serve on
1166 reappointment, tenure, or promotion committees.

1167 (viii) In the event of a disagreement about the composition of the committee
1168 that cannot be resolved at the department or dean level, the Provost will
1169 provide a final resolution to the situation.

1170 (3) Selection of Committees

1171 (i) Each college, school or department shall establish by rule the size of its
1172 committee(s).

1173 (ii) Each college or school shall establish by rule the term for committee
1174 membership, which may be one, two, or three academic years.

1175 (iii) In a school not organized by department, the faculty members appointed
1176 to that school and who are eligible to serve shall elect the committee. In a
1177 school organized by department, the faculty members appointed to that
1178 department and who are eligible to serve shall elect the departmental
1179 committee.

1180 (d) University Committee on Rank and Tenure

1181 (1) Establishment of Committee

1182 (i) The University Committee on Rank and Tenure reviews every application
1183 for tenure and/or promotion of tenure-line faculty, clinical faculty, or
1184 candidates for Professor of Practice, and makes a recommendation thereon to
1185 the President. Through its recommendations, the University Committee on
1186 Rank and Tenure carries the responsibility for upholding the academic
1187 standards of the university and strives to ensure fairness and integrity in the
1188 process.

1189 (ii) The University Committee on Rank and Tenure currently consists of
1190 eleven elected faculty members and the Provost. The following constituencies
1191 will elect Committee faculty members: one each from the Schools of
1192 Business, Education, Engineering and Applied Science, Law, Nursing and
1193 Human Physiology, and Leadership Studies; one from the Foley Library; and
1194 four from the College of Arts and Sciences (one from the arts, one from the

1195 humanities departments, one from the natural sciences departments, and one
1196 from the social sciences departments). For each new school created (or closed)
1197 by the University, the committee will expand (contract) by one committee
1198 member from that school. The Provost and a faculty member of the committee
1199 shall serve as co-chairs. At the first meeting of the committee in September,
1200 the committee shall elect the faculty co-chair from among the eleven faculty
1201 members of the committee. The faculty co-chair is a voting member of the
1202 committee. Except as provided in **305.04(f)(2)**, the Provost is a non-voting
1203 member of the committee.

1204 (iii) The purpose of the University Committee on Rank and Tenure is two-
1205 fold. First, it serves to verify that the procedures of the department, school
1206 and/or College have been followed. Second, it applies the criteria for
1207 promotion and tenure of Section 304 and the department/school guidelines to
1208 each application. It is expected that the judgment of the University
1209 Committee on Rank and Tenure both benefits from and is independent from
1210 the judgments of committees at the department, school, and College levels.

1211 (2) Eligibility

1212 (i) Except as provided in (ii) -- (v) below, a full-time faculty member who is
1213 tenured is eligible to serve on the committee.

1214 (ii) No faculty member may serve on the committee during an academic year
1215 in which the faculty member applies for promotion. A committee member
1216 who chooses to apply for promotion must resign from the committee.

1217 (iii) No committee member may review an application with respect to which
1218 the member has a conflict of interest.

1219 (iv) Deans, associate deans, and assistant deans are not eligible to serve on
1220 the committee. However, a faculty member is eligible to serve on the
1221 committee even if a faculty member contemporaneously serves on a school or
1222 departmental committee.

1223 (v) No faculty member may serve on the committee while on sabbatical or
1224 any other type of leave.

1225 (3) Selection of Committee

1226 (i) The ranked faculty members of each school (or, in the case of the College
1227 of Arts and Sciences, the applicable department groups) shall elect an eligible
1228 member of their school to serve on the committee.

1229 (ii) The term of each committee member is three years. The terms shall be
1230 staggered so that at least three committee members are elected each year.

1231 (iii) If a voting member of the committee is unable to serve a full term, that
1232 faculty member must resign from the Committee and a replacement shall be
1233 selected pursuant to the Faculty Assembly Constitution to complete the
1234 faculty member's term.

1235 (iv) The election of committee members shall take place in the spring of each
1236 academic year as part of the Faculty Assembly election process.

1237 (v) In the event that an election does not yield a committee member from a
1238 particular school or section of the College, the Faculty Senate President shall
1239 appoint a faculty member from that area.

1240 (e) Procedure in the Event of a Conflict of Interest for a Dean, Provost, and President

1241 (1) If a dean has a conflict of interest with respect to an application, the dean or
1242 other interested person shall timely inform the applicant and the Provost of that fact.
1243 If the Provost concurs that there is a conflict of interest, the Provost shall appoint the
1244 dean of another school of the University to review the application in place of the
1245 dean who has a conflict of interest.

1246 (2) If the Provost has a conflict of interest with respect to an application for
1247 reappointment, the Provost or other interested person shall timely inform the
1248 applicant and the President of that fact. If the President concurs that there is a
1249 conflict of interest, the President shall appoint the Vice Provost for Faculty Affairs
1250 to review the application in the place of the Provost. The person appointed must be a
1251 tenured faculty member.

1252 (3) If the Provost has a conflict of interest with respect to an application for tenure
1253 or promotion, the Provost shall timely inform the applicant, the President, and the
1254 University Committee on Rank and Tenure of that fact. The Provost shall not
1255 participate in the committee's review of the application. The President shall appoint
1256 the Vice Provost for Faculty Affairs to review the application in the place of the
1257 Provost. The person appointed must be a tenured faculty member.

1258 (4) If the President has a conflict of interest with respect to an application based
1259 upon personal interest or gain (as in a familial, amorous or business relationship),
1260 the President shall timely inform the applicant, the Provost, and the dean of the
1261 applicant's College or School of that fact. The Provost shall review and render a
1262 decision in place of the President.

1263 **305.03 Procedures for Reappointment**

1264 (a) The Application

1265 (1) First-Year, Tenure Track Faculty

1266 During the first year of the probationary period, an applicant for reappointment shall
1267 by the applicable deadline submit to the appropriate committee in the applicant's
1268 school or department an application containing the following:

1269 (i) a reflective narrative (not to exceed a word limit, if any, established by
1270 the applicable school or department) that conveys the applicant's
1271 understanding of all relevant University criteria (and departmental or school
1272 guidelines) for reappointment, tenure, and promotion; the applicant's specific
1273 goals with respect to reappointment, tenure, and promotion; the applicant's
1274 plans for achieving those goals;

1275 (ii) a current curriculum vitae;

1276 (iii) departmental or school guidelines for how faculty in a department or
1277 school generally satisfy the handbook criteria; and

1278 (iv) sample syllabi and other course materials that exhibit the applicant's
1279 approach to teaching.

1280 (2) All Other Tenure-Track Faculty

1281 An applicant for reappointment who is beyond the first probationary year of a
1282 tenure-track appointment shall by the applicable deadline submit to the appropriate
1283 committee in the applicant's school or department an application containing the
1284 following:

1285 (i) a reflective narrative (not to exceed a word limit, if any, established by
1286 the applicable school or department), including the applicant's self-evaluation
1287 regarding satisfaction of the reappointment criteria and, as appropriate, the
1288 applicant's adherence to (or modification of) the applicant's own plan for
1289 achieving specific goals with respect to reappointment, tenure, and
1290 promotion;

1291 (ii) a current curriculum vitae;

1292 (iii) departmental or school guidelines for how faculty in a department or
1293 school generally satisfy the handbook criteria;

1294 (iv) all committee and decanal recommendations regarding the applicant's
1295 previous reappointments.

1296 (v) all prior reappointment letters.

1297 (vi) any other evidence the applicant wishes to provide to support the
1298 application using the criteria from 304.02, 304.03, 304.04, 304.05.

- 1299 (3) Non-Tenure Track Ranked Faculty (see **302.05**)
- 1300 An applicant for reappointment who is not on the tenure track shall by the applicable
1301 deadline submit to the appropriate committee in the applicant’s school or department
1302 an application containing the following:
- 1303 (i) a reflective narrative (not to exceed a word limit, if any, established by
1304 the applicable school or department), including the applicant’s self-evaluation
1305 regarding satisfaction of the reappointment criteria and, as appropriate, the
1306 applicant’s adherence to (or modification of) the applicant’s own plan for
1307 achieving specific goals with respect to reappointment, granting or renewal of
1308 a long-term contract, and promotion;
- 1309 (ii) a current curriculum vitae;
- 1310 (iii) departmental or school guidelines for how faculty in a department or
1311 school generally satisfy the handbook criteria;
- 1312 (iv) all committee and decanal recommendations regarding the applicant’s
1313 previous reappointments for the previous six years;
- 1314 (v) all prior reappointment letters;
- 1315 (vi) any other evidence the applicant wishes to provide to support the
1316 application using the criteria from 304.02, 304.04, and 304.05.
- 1317 (b) School or Departmental Committee Process
- 1318 In evaluating an application for reappointment:
- 1319 (1) The committee shall invite written input regarding the applicant from other
1320 ranked faculty in the department or, if there are no departments within the school,
1321 the school;
- 1322 (2) The committee must assess an applicant’s teaching effectiveness. This must
1323 include observations by at least two faculty members from the department or the
1324 school of a minimum of one class each in courses taught since the last
1325 reappointment or, in the case of faculty in the first year of an appointment, since the
1326 beginning of the appointment. These observations may be done by faculty who are
1327 not members of the committee, if the department or school so chooses. If the
1328 applicant has significant involvement in teaching in an interdisciplinary
1329 program/department, then a faculty representative of that secondary
1330 program/department may observe at least one class. Each faculty member
1331 conducting a class observation shall prepare a written report for each class observed
1332 and provide the report to the committee. The committee’s assessment of teaching

1333 effectiveness shall also include review of course materials, such as syllabi and
1334 course assignments.

1335 (3) All written input received under paragraph 1, each class observation report, and
1336 the applicant's written comments on such input and reports become part of the
1337 application.

1338 (4) The committee may not consider information or material outside the
1339 application.

1340 (5) The committee must meet to discuss the application. The committee's
1341 deliberations will focus on the criteria of Section 304 as well as criteria from the
1342 department, school, or college. The committee vote, along with the committee's
1343 written summary of the evaluation and any written dissent will be provided to the
1344 applicant and the dean.

1345 (c) Administrative Review

1346 (1) The applicant may submit to the dean a written response to the committee's
1347 recommendation letter, within five working days (see Appendix 300D) of receipt of
1348 the committee's recommendation. Such a written response becomes part of the
1349 application.

1350 (2) After receiving the committee's recommendation and any response from the
1351 candidate, the dean shall evaluate the application using the criteria of section 304 as
1352 well as any department, school, or college guidelines, and transmit to the Provost a
1353 recommendation along with the application, committee recommendation, and any
1354 candidate response. The dean's recommendation becomes part of the application.

1355 (3) The dean shall provide a copy of the recommendation to the applicant and to
1356 the committee chair and at the same time transmit the recommendation to the
1357 Provost.

1358 (4) The applicant may submit to the Provost a written response to the dean's
1359 recommendation, within five working days of receipt of the dean's recommendation.

1360 (5) The Provost shall review the application, committee and dean
1361 recommendations, and any candidate statements, and decide to reappoint or not
1362 reappoint using the criteria of section 304 as well as the department, school, or
1363 college criteria. The Provost shall inform the applicant in writing of the reason(s) for
1364 the decision.

1365 (6) Applicants on three year contracts or tenure-track applicants in years two or
1366 later may appeal a negative decision from the Provost to the President. The applicant
1367 must make an appeal within 30 days from the date the Provost informed the
1368 applicant about the decision not to reappoint.

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(d) Deadlines

(1) On or before the first contract day of each academic year, the dean of each school shall provide written notification to all tenure-track faculty, Lecturers, and Visiting Faculty within the school and the chair of each school committee that reviews applications for reappointment of the following dates:

- (i) when applications are due;
- (ii) when the committee’s written recommendation is due to the dean; and
- (iii) when the dean’s recommendation is due.

(2) Reappointment/Contract Renewals

(i) First year tenure-track candidates receive notification of renewal or nonrenewal from the Provost by March 15.

(ii) Lecturers and Visiting Faculty receive notification of renewal or nonrenewal from the Provost by April 15.

(iii) Tenure-track faculty members who are in their second, third, fourth, or fifth year toward tenure will receive notification of renewal or nonrenewal from the Provost by June 1.

(iv) If in any case the University does not give notice by the applicable deadline, the faculty member’s contract is automatically renewed. In all cases, the communication of renewal or nonrenewal is deemed to be delivered in a timely manner if the post-mark for US mail or the “send date” for an email communication is before or on the dates stipulated in this paragraph.

(v) From their second year on, tenure-track faculty whose annual contract is not renewed will be offered a year of employment following the academic year in which they are notified of nonrenewal. During this terminal year, the individual will be employed as a non-ranked fixed-term faculty but may use the title “assistant professor.”

305.04 Procedures for Tenure and Promotion

(a) Deadlines for Tenure and Promotion

(1) On or before April 1, candidates for tenure and promotion to Associate Professor must notify the dean’s office whether or not they intend to stand for tenure and promotion to Associate Professor in the following academic year.

1400 (2) The deans of each college or school will determine the procedures and
1401 deadlines for applications for Senior Lecturer and will disseminate the procedures
1402 and deadlines to department chairs or unit supervisors by April 1 for the next
1403 academic year.

1404 (3) All applications for promotion to Associate Professor with tenure are due to the
1405 Office of the Provost on November 1.

1406 (4) All applications for promotion to Professor are due to the Provost's office by
1407 February 15.

1408 (5) Written notifications of the President's decision regarding tenure and promotion
1409 to Associate Professor, and promotion to Professor are due to faculty members by
1410 June 1.

1411 (6) The University's timely notification to an applicant of the decision on an
1412 application fulfills the University's obligation under this section, and the
1413 continuation of review or appellate procedure after that applicable deadline will not
1414 increase the obligation of the University.

1415 (7) In the event that a candidate for promotion to Associate Professor with tenure
1416 applies for and is approved to receive a Parental Leave or other "stopping of the
1417 tenure clock" (see Section 303.06), the Provost will notify the candidate, dean, and
1418 the department of the revised dates and years for the tenure and promotion process.

1419 (b) The Application for Promotion to Associate Professor with Tenure

1420 (1) An application for promotion to Associate Professor with tenure shall contain:

1421 (i) a reflective narrative (not to exceed a word limit, if any, established by
1422 the applicable school or department), including the applicant's self-evaluation
1423 regarding satisfaction of the tenure criteria and, as appropriate, the applicant's
1424 adherence to (or modification of) the applicant's own plan for achieving
1425 specific goals with respect to tenure;

1426 (ii) a current curriculum vitae;

1427 (iii) departmental or school guidelines for how faculty in a department or
1428 school generally satisfy the handbook criteria;

1429 (iv) all committee and decanal recommendations regarding the applicant's
1430 previous reappointments;

1431 (v) all prior reappointment letters;

1432 (vi) an applicant may include other evidence to support the application. This
1433 may include, but is not limited to, evidence of continued teaching
1434 effectiveness (as discussed in **304.02**), evidence of continued scholarly and/or
1435 creative activity (as discussed in **304.03**), evidence of continued work directed
1436 toward becoming an effective advisor (as discussed in **304.04**), and evidence
1437 of continued academic citizenship and professional service (as discussed in
1438 **304.05**).

1439 (2) The University Committee on Rank and Tenure publishes “Guidelines
1440 regarding Applications for Promotion or Tenure,” available from and distributed
1441 by the Provost’s office. Applicants are encouraged to review those guidelines for
1442 suggestions in crafting their application. The applicant will be evaluated based
1443 upon their submitted application materials and the criteria specified and discussed
1444 in **304.00**.

1445 (c) The Application for Promotion to Professor

1446 (1) An applicant may apply for promotion to Professor during or after their fifth
1447 year in rank, provided the applicant has served at least one full year at Gonzaga.
1448 This time sequence at the time of hire may be shortened by agreement among the
1449 applicant, the dean, and the Provost.

1450 (2) An application for promotion to Professor shall contain the following:

1451 (i) a reflective narrative (not to exceed a word limit, if any, established by the
1452 applicable school or department), including the applicant’s self-evaluation
1453 regarding satisfaction of the criteria for promotion to Professor and, as
1454 appropriate, the applicant’s adherence to (or modification) of the applicant’s
1455 own plan for achieving specific goals with respect to promotion to Professor;

1456 (ii) a current curriculum vitae;

1457 (iii) departmental or school guidelines for how faculty in a department or
1458 school generally satisfy the handbook criteria;

1459 (iv) all committee and decanal recommendations regarding the applicant’s
1460 previous promotion;

1461 (v) all previous post-tenure reviews;

1462 (vi) applicants may include whatever evidence they would like to best support
1463 their application and demonstrate their satisfying of the criteria for promotion
1464 to Professor. This may include, but is not limited to, evidence of sustained
1465 teaching effectiveness (as discussed in **304.02**), evidence of sustained
1466 scholarly and/or creative activity (as discussed in **304.03**), evidence of
1467 sustained work directed toward becoming an effective advisor (as discussed in

1468 **304.04**), and evidence of sustained academic citizenship and professional
1469 service (as discussed in **304.05**);

1470 (3) The University Committee on Rank and Tenure publishes “Guidelines
1471 regarding Applications for Promotion or Tenure,” available from and distributed
1472 by the Provost’s office. Applicants are encouraged to review those guidelines for
1473 suggestions in crafting their application. The applicant will be evaluated based
1474 upon their submitted application materials and the criteria in **304.00**.

1475 (d) School or Departmental Committee Process

1476 In evaluating an application, the school or departmental committee shall follow this
1477 process:

1478 (1) As soon as the applicant submits the application, the chair of the school or
1479 departmental committee shall make the application and supporting letters available
1480 to all members of the applicant’s department, school or (in the case of joint
1481 appointment or interdisciplinary appointments) both to faculty members of the home
1482 department and to faculty members who meet the criteria for significant
1483 involvement in a relevant interdisciplinary program. The committee shall invite
1484 written input regarding the applicant from all faculty in these department(s),
1485 interdisciplinary programs, or school. The applicant’s performance must be assessed
1486 according to each department’s explanation of disciplinary practices.

1487 (2) The committee must assess an applicant’s teaching effectiveness. This
1488 assessment must include visits by at least two faculty members from the department
1489 or the school who observe a minimum of one class each, no earlier than the semester
1490 prior to the semester in which the application is due. These observations may be
1491 done by faculty who are not members of the committee, if the department or school
1492 so chooses. If the applicant has significant involvement in teaching in an
1493 interdisciplinary program/department, then a faculty representative of that secondary
1494 program/department may observe at least one class. Each faculty member
1495 conducting a class observation shall prepare a written report for each class observed
1496 and provide the report to the committee. The committee’s assessment of teaching
1497 effectiveness shall also include review of course materials, such as syllabi and
1498 course assignment.

1499 (3) Prior to deliberating on the application, the committee must provide the
1500 applicant with:

1501 (i) a copy of written input received under **305.04(d)(1)**;

1502 (ii) a copy of each class observation report; and

1503 (iii) an opportunity to comment in writing on such reports and input, within
1504 five working days of receipt of the committee’s report.

1505 (4) All written input received under **305.04(d)(1)**, each class observation report,
1506 and the applicant's written comments on such input and reports become part of the
1507 application.

1508 (5) The committee may not consider information or material outside the
1509 application.

1510 (6) The committee's deliberations will focus on the criteria of Section 304 as well
1511 as criteria from the department, school, or college. The committee vote, along with
1512 the committee's written summary of the evaluation and any written dissent will be
1513 provided to the applicant and the dean. The committee's recommendation letter,
1514 including all dissents, becomes part of the application.

1515 (7) Normally, neither committee members nor the applicant will add material to a
1516 candidate's file after the deadline for submission of materials to the departmental or
1517 school committee. After the departmental recommendation, but before the
1518 University Committee on Rank and Tenure has begun to deliberate on the case, the
1519 relevant members may add additional material or information to the file only with
1520 the approval of the candidate, the departmental or school committee, the dean, and
1521 the University Committee on Rank and Tenure. If they agree that the material may
1522 be included in the candidate's file, the departmental or school committee and the
1523 dean shall review the new file and may reaffirm or revise their original
1524 recommendations. They will report to the candidate, and if the recommendation has
1525 changed, the candidate may respond to the departmental or school committee and/or
1526 the dean within five working days of receipt of their recommendations.

1527 (e) Administrative Review

1528 (1) The applicant may submit to the dean a written response to the committee's
1529 recommendation letter, within five working days of receipt of the committee's
1530 recommendation. Such a written response becomes part of the application.

1531 (2) After receiving the committee's recommendation and any response from the
1532 candidate, the dean shall evaluate the application using the criteria of section 304 as
1533 well as any department, school, or college guidelines, and transmit to the Provost a
1534 recommendation along with the application, committee recommendation, and any
1535 candidate response to the committee.

1536 (3) The dean shall provide a copy of the recommendation to the applicant and to
1537 the school or departmental committee chair at the same time that the dean transmits
1538 the recommendation to the University Committee on Rank and Tenure.

1539 (f) Review by the University Committee on Rank and Tenure

1540 (1) The applicant may submit to the University Committee on Rank and Tenure a
1541 written response to the dean’s recommendation, within five working days of receipt
1542 of the dean’s recommendation.

1543 (2) The University Committee on Rank and Tenure shall meet and, as a body,
1544 deliberate on and evaluate the application, focusing on the criteria outlined in
1545 Section **304.00** and as explained in relevant department or school guidelines. The
1546 committee shall give due consideration to the department/school recommendation
1547 and the recommendation of the dean. The committee shall not consider anything that
1548 is not in the application. The deliberations of the committee are confidential. The
1549 committee votes via secret ballot, and if tied the Provost will break the tie.

1550 (3) The Provost shall prepare a summary of the committee’s conclusions on a
1551 candidate. After the committee approves it, the Provost shall forward it, the
1552 candidate’s complete file, and the record of the vote to the University President. In
1553 the event of a negative vote, the candidate may supply a letter along with the
1554 application for consideration by the University President.

1555 (g) Decision by the University President

1556 The University President reviews the application, the reports of department, school,
1557 College, and University Committees, the report of the Dean, and any letters from the
1558 candidate reacting to the committee or decanal assessments and offers a decision. In the
1559 event of a decision that contradicts the University Committee on Rank and Tenure, the
1560 University President shall specify the reasons for the objections and return the matter to
1561 the committee. The committee shall then reconsider, vote again, and send its
1562 recommendation to the President. The University President shall then decide whether to
1563 grant the application, and shall notify the applicant of the decision. In the event of a
1564 negative decision, the University President shall inform the applicant of the reasons in
1565 writing. In certain extraordinary circumstances, the University President may permit, at
1566 the their sole discretion, a faculty candidate to file an appeal for post-decision review.
1567 The ultimate decision of the President in matters of tenure and promotion are final.

1568

1569 **306.00 Evaluation of Tenured Faculty**

1570 **306.01 Purpose of Evaluation of Tenured Faculty**

1571 (a) All employees of the University, including faculty, receive timely feedback from their
1572 supervisors on any matter of performance as it arises. The University evaluates tenured
1573 faculty using the procedures of this section. The purpose of this evaluation is:

1574 a. to articulate to the faculty member the ongoing expectations and standards
1575 of their department, school, College, and University

- 1576 b. to stimulate and support, through an ongoing formative approach,
1577 effective teaching, advising, scholarly/creative work, and academic
1578 citizenship and professional service;
1579 c. to help provide a record of achievement for promotion; and
1580 d. to help faculty members identify and solve problems in their performance.

1581 (b) To support consistency in the evaluation process, departments or schools must
1582 identify, and submit to the dean for approval, the measures of continuing satisfactory
1583 progress for tenured faculty members. The focus of the tenured-faculty review should be
1584 on whether they are continuing to perform at a level consistent with a tenured faculty
1585 member with respect to ongoing performance in teaching and advising as well as
1586 leadership in academic citizenship and professional service, befitting a senior member of
1587 the university. For assessments of scholarship and creative work, reviews should balance
1588 this assessment in light of significant levels of teaching or academic service performed by
1589 the faculty member. Departments or schools shall identify measures for maintaining
1590 satisfactory performance (see **306.04 (f)** below) in each of the four areas of assessment
1591 used in the evaluation of tenured faculty members in their department or school.

1592 (c) The criteria for review of tenured faculty are outlined in Section 300.05 (“Professional
1593 Responsibilities”).

1594 (d) Individual departments or schools shall develop discipline-specific elaborations on
1595 these criteria. Such guidelines shall be reviewed by the relevant dean and the Provost.

1596 **306.02 Person(s) Conducting Review**

1597 (a) Except as provided in subsections (b) and (c), a tenured faculty member shall be
1598 reviewed by the faculty member’s department chair, if there is one and only one. If the
1599 tenured faculty member is a department chair, the faculty member shall be reviewed by the
1600 the dean or the dean’s designee(s), who shall be a tenured faculty member or the chair of
1601 another department, selected in consultation with the reviewee. If the tenured faculty
1602 member is jointly appointed, the dean shall designate the chair of one of the faculty
1603 member’s departments as the reviewer. If the faculty member is appointed to a school not
1604 organized by departments, the faculty member shall be reviewed by the dean or the dean’s
1605 designee, who shall be tenured faculty member. Alternatively, a school or department may
1606 use a faculty committee to conduct the review in lieu of the chair; in such cases, the
1607 makeup and procedure shall be specified in the unit’s post-tenure review guidelines.

1608 (b) Except as provided in subsection (c), a tenured faculty member appointed to more than
1609 one school shall be reviewed by the person(s) designated by the faculty member’s deans,
1610 after consultation with each other.

1611 (c) No person may participate in the review of a tenured faculty member if that person has
1612 a conflict of interest, as defined in **305.01**, with respect to matter. If the person with a
1613 conflict is a department chair, the review shall be conducted by the dean or the dean’s
1614 designee(s) who shall be a faculty member or the chair of another department, selected in

1615 consultation with the reviewee. If the person with the conflict of interest is the dean, the
1616 review shall be conducted by the Provost or the Vice Provost for Faculty Affairs.

1617 **306.03 Evaluation Cycle for Tenured Faculty**

1618 (a) The evaluation of tenured faculty will occur at three-year intervals, beginning in the
1619 third year of an individual holding tenure.

1620 (b) A promotion to Professor will count as an evaluation and resets the cycle for post-
1621 tenure review. The cycle is also reset for administrators (associate deans, deans, Provost,
1622 Associate/Vice Provost, or President) upon their return to faculty ranks.

1623 (c) In the event of a review finding a case of “Does Not Meet Expectations” as defined in
1624 Section 306.04, the dean may require a specific plan for remediation (see Section 306.05)
1625 and possibly annual (formative) review in anticipation of the next regular three-year
1626 review.

1627 (d) In the event of two successive negative three-year reviews, the dean may recommend
1628 additional measures for remediation, formal reviews annually using the process of 306.05,
1629 or even termination of employment as described in Section 306.06.

1630 **306.04 Evaluation of Tenured Faculty Procedure**

1631 (a) At the beginning of each academic year, the dean shall send to each person reviewing
1632 tenured faculty a list of tenured faculty members due for an evaluation during that
1633 academic year and the deadline for submitting the reviewer’s evaluation report. At the
1634 same time, the dean shall notify all appropriate tenured faculty members that they are due
1635 for an evaluation and the applicable deadlines.

1636 (b) The reviewer(s) shall promptly notify each tenured faculty member up for review of
1637 the process and applicable deadlines.

1638 (c) A tenured faculty member up for review shall submit to the reviewer(s), by the
1639 deadline established, the following materials:

1640 (1) a current curriculum vitae;

1641 (2) a reflective narrative (not to exceed a word limit, if any established by the
1642 applicable school or department), including a self-evaluation of the four areas on
1643 which faculty are assessed;

1644 (3) a description of goals and anticipated activities for the next three years;

1645 (4) a report on progress in overcoming any concerns noted in the most recent
1646 evaluation or in any letter sent by the dean to the faculty member since the last
1647 evaluation, if there were any.

1648 (5) Additionally, the tenured faculty member may provide evidence to support their
1649 review, according to the standards of professional conduct outlined in Section
1650 300.05, with particular attention to those areas deemed deficient in prior reviews.

1651 (d) The reviewer(s) may also review any previous evaluation reports, promotion materials
1652 of the faculty member, and any letter sent by the dean to the faculty member since the last
1653 evaluation.

1654 (e) The reviewer(s) and the faculty member shall meet to discuss the submitted materials
1655 and the performance of the faculty member.

1656 (f) Based on this meeting and the submitted materials, the reviewer(s) shall rate
1657 the faculty member as Exceeds Expectations, Meets Expectations, or Does Not Meet
1658 Expectations in each of the four areas of faculty evaluation: teaching, advising,
1659 scholarly/creative work, and academic citizenship and professional service. In the report,
1660 the reviewer(s) must include the rationale for the ratings, with respect to the approved
1661 department criteria for evaluation of tenured faculty.

1662 (g) The reviewer(s) shall write and share an evaluation report with the faculty member.

1663 (h) The faculty member may submit to the reviewer(s) a written response to the report,
1664 within ten working days of receipt of the reviewer(s)'s report.

1665 (i) If the reviewer(s) is not the dean, the reviewer(s) shall transmit the report and the
1666 faculty member's response, if any, to the dean.

1667 (j) Upon receipt of the review, the dean shall review the file as well as the faculty
1668 member's response. If the dean disagrees with the reviewer(s) negative (Does Not Meet
1669 Expectations) assessment of the faculty member, the dean may overturn the
1670 recommendation and expunge the negative review recommendation from the faculty
1671 member's record. If the dean agrees with a Does Not Meet Expectations assessment of an
1672 aspect of the faculty member's file, or if the dean disagrees with a reviewer(s) positive
1673 assessment and wishes to revise to a lower assessment of an aspect of the faculty
1674 member's file, the dean shall file the report for future reference and administrative access.
1675 In all cases, the dean shall summarize their findings in a report, which shall be completed
1676 by February 1 of the year of the faculty member's review.

1677 **306.05 Addressing Identified Areas of Concern**

1678 (a) For each area in which the faculty member receives a Does Not Meet Expectations
1679 rating, the reviewer(s) and the faculty member shall develop an improvement plan that
1680 details the work, expectations, timeline, and resources that would enable the
1681 faculty member to achieve a Meets Expectations rating (or higher) in that area as soon as
1682 practical, but no later than by the next evaluation.

1683 (b) if the reviewer(s) is not the dean, the reviewer(s) shall transmit the plan to the dean.

1684 (c) If the dean approves the plan as presented, the dean shall so notify the reviewer(s) and
1685 the faculty member in writing. If the dean does not approve the plan, the dean shall meet
1686 with the reviewer(s) and the faculty member to agree upon a satisfactory plan. If this group
1687 cannot arrive at a mutually agreed plan, the Provost shall determine the content of the
1688 improvement plan and transmit a written copy to the dean, the reviewer(s), and the
1689 faculty member. Once approved, the plan becomes part of the evaluation report.

1690 (d) For each area in which the faculty member receives a Does Not Meet Expectations
1691 rating, the dean shall articulate a timeline for remediation, including such possibilities as
1692 formative annual reviews leading up to the next three-year review.

1693 **306.06 Two Consecutive Not Satisfactory Three-Year Reviews**

1694 (a) In the event of two successive three-year reviews in which a faculty member receives a
1695 Does Not Meet Expectations rating in one or more areas, the dean may suggest further
1696 steps for remediation or the dean may recommend to the Provost that the faculty member
1697 be terminated. This recommendation will be in the form of a written recommendation with
1698 the findings of the current three-year review as well as prior three-year review(s).

1699 (b) In the event of a recommendation by the dean to the Provost for termination, the
1700 Provost will invite the faculty member to provide a written response to the
1701 recommendation and an opportunity to have the recommendation reconsidered. This
1702 written response from the faculty member should be received no more than one month
1703 following the invitation from the Provost.

1704 (c) If, upon review of the information supplied by the dean as well as the response from
1705 the faculty member and the Provost finds insufficient grounds for termination, the Provost
1706 may recommend within 14 days, additional remediative steps to be followed by the faculty
1707 member and a timeline for improvement in which to be evaluated by the dean and Provost.

1708 (d) If, upon review of the information supplied by the dean as well as the response from
1709 the faculty member, the Provost finds sufficient grounds for termination, the Provost will,
1710 within 14 days, initiate a formal hearing to be conducted by a group of faculty and
1711 subsequently the President. The process will be as described in Section 310.

1712

1713 **307.00 FACULTY AND ACCOMMODATIONS**

1714 **307.01 Accommodations**

1715 (a) Gonzaga University seeks to provide equal access for faculty to all educational
1716 programs, employment, activities, events, and services which it operates, consistent with
1717 applicable federal and state laws and Gonzaga policies. All applicable policies and
1718 procedures are summarized in the Policies and Procedures Manual (PPM). The University
1719 will provide reasonable accommodations to faculty to allow an equal opportunity to

1720 participate in or benefit from any Gonzaga program, activity, event, or service. Gonzaga is
1721 committed to providing reasonable accommodations for Gonzaga faculty at study abroad
1722 venues to the extent feasible given other countries' accessibility standards. Gonzaga
1723 provides reasonable accommodations to persons with temporary disabilities, as well.

1724 (b) Faculty who need accommodations should contact the Office of Human Resources and
1725 refer to the PPM Access and Accommodations Policy. The Office of HR is formally
1726 designated to:

1727 (1) Evaluate and determine that a disability qualifies for an accommodation;

1728 (2) Through an interactive process, determine reasonable accommodations, which
1729 may include but are not limited to such items as auxiliary aids and adaptive/assistive
1730 technology for faculty with disabilities; and

1731 (3) Work with all relevant parties toward implementing reasonable
1732 accommodations.

1733 (c) For each faculty member who provides documentation of disability to the University,
1734 the University shall maintain a confidential file containing all documents and
1735 communications regarding the disability. For more information, please consult the Policies
1736 and Procedures Manual.

1737 (d) The University Harassment and Discrimination Policy also protects faculty with
1738 disabilities from harassment, discrimination, and retaliation.

1739 (e) The content of this section is informational only. Please refer to the Policies and
1740 Procedures Manual for all information regarding the process for accessing
1741 accommodations. Faculty seeking assistance with navigating the process may consult with
1742 the Vice Provost for Faculty Affairs.

1743 **307.02 Fitness for Duty**

1744 (a) If a faculty member manifests a physical or mental condition raising reasonable doubt
1745 about the faculty member's ability to fulfill professional responsibilities, the Provost may
1746 require the faculty member to undergo an independent evaluation by a health care
1747 professional to determine fitness for work. The determination to impose this requirement
1748 shall be made after consultation with the faculty member's dean and chair. In advance of
1749 any evaluation, the Provost will provide in writing to the faculty member the basis for
1750 requiring the evaluation. Gonzaga University shall make arrangements for and cover the
1751 costs of the independent evaluation. If the faculty member refuses to participate in the
1752 evaluation, then the University may implement the appropriate processes for faculty
1753 accountability provided in the *Faculty Handbook*, including the option of initiating the
1754 process of termination for cause (following the procedures outlined in 310.05). The
1755 University will be guided throughout this process by state and federal laws.

1756 (b) Based upon the results of this evaluation, the University, if possible, will provide
1757 reasonable accommodations. If the results of the fitness for duty assessment show that the
1758 individual is not able to perform the essential functions of the faculty member's position,
1759 even with accommodation, then the Provost or relevant dean shall enter into conversation
1760 with the faculty member regarding other possible options (long-term disability, retirement,
1761 or other path to separation from the University). The results of the fitness for duty
1762 assessment are not grievable.

1763 **308.00 GRIEVANCE**

1764 **308.01 The Grievance Committee**

1765 The Grievance Committee shall have seven sitting members and three alternate members,
1766 all of whom must be full-time tenured faculty concurrent with their service on the
1767 Committee. The Faculty shall elect six sitting members and two alternate members to
1768 staggered three-year terms. The University President shall appoint the seventh sitting
1769 member and one alternate member of the Committee, each to a one-year term. The sitting
1770 members of the Committee shall elect a chairperson from their ranks for a one-year term
1771 each fall.

1772 **308.02 Grievance Defined**

1773 (a) A grievance can be a claim that a decision or process within the University is in
1774 violation, a misinterpretation, or a misapplication of the *Faculty Handbook* or an
1775 established policy, procedure, rule, or practice of a department, college or school, or the
1776 University. A grievance also can be a claim that a written agreement between the faculty
1777 member and a department, college or school, or the University has been violated. Any
1778 matter that is subject to and under the jurisdiction of the University Harassment and
1779 Discrimination Policy must be addressed pursuant to the process provided for in that
1780 Policy, rather than through the Grievance Process. Any ranked or non-ranked faculty
1781 member who believes that a decision or process has had, or will have, an adverse effect on
1782 that faculty member may file a grievance.

1783 (b) Faculty members may not grieve the substantive recommendations of the University
1784 Committee on Rank and Tenure or the Committee on Academic Freedom and Tenure.
1785 However, faculty members may grieve the process, if they believe these committees have
1786 committed errors of process in reaching a recommendation.

1787 (c) A Grievant must direct their grievances to the individual or individuals who are the
1788 responsible parties and who have actual authority in the matter at hand.

1789 **308.03 Grievance Procedures**

1790 (a) Definitions:

1791 For purposes of the *Faculty Handbook* grievance procedures:

- 1792 (1) “Grievant” means a person filing a grievance. If multiple persons file a single
1793 grievance, “Grievant” means all of them.
- 1794 (2) “Respondent” means a person against whom a Grievant files a grievance. The
1795 respondent can be another faculty member, a chair, a dean, the Provost, or the
1796 University President. No grievance may be filed directly against a staff member.
- 1797 (3) “Responsible party” is the individual(s) with the authority to adjudicate the
1798 grievance:
- 1799 (i) a grievance filed against a chair is made to the dean
- 1800 (ii) a grievance filed against the dean is made to the Provost
- 1801 (iii) a grievance against the Provost is made to the University President.
- 1802 (iv) a grievance against another faculty member or the Gonzaga University
1803 President is made to the Gonzaga University Grievance Committee.
- 1804 (4) “Committee” means the Gonzaga University Grievance Committee.
- 1805 (5) “Working day” is defined in Appendix 300D.
- 1806 (6) “Parties” means the Grievant, the Respondent(s) or both.
- 1807 (b) The Grievance Committee shall develop procedural rules governing the grievance
1808 process by majority vote. These rules shall be entitled “Gonzaga University Grievance
1809 Committee Rules” and be filed with the Faculty Senate and the Provost. The rules and any
1810 modifications thereto shall be effective on the date of filing. The Committee shall review
1811 the rules for possible modification each September. The Provost shall post the rules on the
1812 Provost Office’s University website. The Committee’s rules shall be consistent with the
1813 *Faculty Handbook*. In the event of conflict between the rules and the *Faculty Handbook*,
1814 the *Faculty Handbook* shall be the controlling authority; state and federal laws supersede
1815 the *Faculty Handbook*.
- 1816 (c) Although the Faculty elects or the President appoints Committee members, the
1817 Committee members do not serve as advocates for either the Faculty or the
1818 Administration.
- 1819 (d) The University shall indemnify and hold harmless each Committee member for any
1820 action taken as a Committee member, as specified in the Bylaws of the Corporation of
1821 Gonzaga University
- 1822 (e) Conflict of Interest

1823 (1) No Committee member may participate in a grievance if the Committee member
1824 has a conflict of interest or a perceived conflict of interest.

1825 (2) For the purpose of this rule, a person has a conflict of interest if:

1826 (i) the person has a personal interest in the decision or outcome independent of
1827 the person's role as a Committee member;

1828 (ii) the person is a Party, is a necessary witness, or the grievance involves a
1829 decision, recommendation, or action for which the person was responsible in
1830 whole or in part; or

1831 (iii) circumstances create a significant risk that the person's professional
1832 judgment or actions regarding a grievance might be unduly influenced by
1833 potential for financial gain, desire for professional advancement, or a current
1834 or previous familial or amorous relationship.

1835 (3) A Party or a Committee member who believes a Committee member has or
1836 might have a conflict of interest or a perceived conflict of interest may submit a
1837 written request, giving reasons, for that member to step down from hearing the
1838 grievance. If the Committee member does not agree to step down, the remaining
1839 members of the Committee shall decide the question by majority vote.

1840 (f) The grievance process is "stepped" as described in **308.04(a) – 308.04(c)**. The
1841 completion of each step is a condition precedent to the commencement of the next step.

1842 (g) The Grievant may withdraw a grievance at any time by written notice to the
1843 Responsible Party or the Chair of the Grievance Committee.

1844 **308.04(a) Pre-Grievance Procedure (Step One)**

1845 (1) A person contemplating the submission of a grievance should first make a reasonable
1846 effort to meet with the person or persons who are potential objects of the grievance, in an
1847 effort to achieve a resolution to the matter.

1848 (2) If the Parties agree to a resolution, the matter ends without the submission of a
1849 grievance.

1850 (3) The Parties to a potential grievance may not privately communicate with Committee
1851 members about the potential grievance. Parties may communicate with the Chair of the
1852 Grievance Committee to clarify grievance procedures.

1853 (4) If a grievance involves an alleged violation of law, the faculty member may bypass the
1854 grievance process and instead file a complaint with an administrative agency or court. A
1855 faculty member may not file a grievance with respect to a claim that is the subject of a
1856 complaint that the faculty member has filed with an administrative agency or court, and

1857 any grievance filed before such a complaint is filed shall be stayed pending resolution of
1858 the agency or court proceeding.

1859 **308.04(b) Filing A Grievance with the Responsible Party (Step Two)**

1860 (1) If the Parties cannot resolve a potential grievance informally, the faculty member may
1861 file a grievance against the respondent by submitting it in writing to the Responsible Party
1862 and to each Respondent. The Grievant must submit such grievance within 30 working days
1863 of the date of the decision or process giving rise to the grievance, or within 10 working
1864 days of when the Grievant learns of the decision or process, whichever is later. If the
1865 respondent is the grievant's department chair, the responsible party is the relevant dean; if
1866 the respondent is the dean, the responsible party is the Provost; if the respondent is the
1867 Provost, the responsible party is the President; if the respondent is another faculty member
1868 or is the Gonzaga University President, the responsible party is the Grievance Committee.

1869 (2) The grievance must state the facts upon which it is based and the remedy sought.
1870 Specifically, the grievance must identify and contain:

1871 (a) the decision or process upon which the grievance is based;

1872 (b) each Grievant and Respondent;

1873 (c) each *Faculty Handbook* provision or University policy, if any, allegedly violated;

1874 (d) the remedy requested; and

1875 (e) a copy of all relevant documents.

1876 (3) The responsible party has 30 working days in which to reach a determination on the
1877 merits of the grievance and notify in writing the grievant and respondent of their final
1878 determination in the matter. During this time, the responsible party may ask to meet with
1879 the parties together or individually. The responsible party's written response shall explain
1880 the reasoning behind the decision.

1881 (4) If the grievant is not satisfied with the response provided by the responsible party, the
1882 grievant may proceed to Step Three in Section 308.04(c).

1883 **308.04(c) Grievance Committee (Step Three)**

1884 (A) Mediation

1885 (1) If Step One (308.04(a)) and Step Two (Section 308.04(b)) fail to resolve the matter, or
1886 if the respondent is another faculty member, the faculty member may file a grievance by
1887 submitting it in writing to the Chair of the Grievance Committee and each Respondent.
1888 The Grievant must submit any such grievance within 30 working days of the date of the

1889 decision or process giving rise to the grievance, or within 10 working days of when the
1890 Grievant learns of the final decision of the Step Two process, whichever is later.

1891 (2) The grievance must state the facts upon which it is based and the remedy sought.
1892 Specifically, the grievance must identify and contain:

- 1893 (a) the decision or process upon which the grievance is based;
- 1894 (b) each Grievant and Respondent;
- 1895 (c) each *Faculty Handbook* provision or University policy, if any, allegedly violated;
- 1896 (d) the remedy requested; and
- 1897 (e) a copy of all relevant documents.

1898 (3) At any stage of the grievance process, any Party may participate with or without
1899 representation by counsel, or any other representative of the Party's choosing, unless the
1900 law prohibits the proposed representation. A representative of a Party may advise, consult,
1901 and be present with the Party at every stage of the grievance process. A representative may
1902 not speak for a Party at a Committee hearing.

1903 (4) The Committee shall complete a grievance process as promptly as reasonably possible.
1904 Times and deadlines set forth herein or within the rules of the Committee may be modified
1905 by the Committee for good cause, or by written agreement of all the Parties with the
1906 consent of the Committee.

1907 (5) (Summary Dismissal) The Committee may at any time dismiss the grievance if the
1908 Committee unanimously agrees that the grievance is either clearly without merit or not
1909 within the scope of **308.02**, then the Committee shall inform the Parties of the dismissal, in
1910 writing, stating the reason for the decision. Such a determination shall end the grievance
1911 process. The Committee's dismissal of a grievance is binding on the Parties and not
1912 subject to appeal within the University.

1913 (6) The Respondent(s) shall submit, within 10 working days after the receipt of the
1914 grievance, to the Committee and each Grievant a written response to the grievance. If the
1915 Respondent refrains from submitting a written response, then the Committee will make a
1916 determination.

1917 (7) Absent summary dismissal, the Committee Chair shall appoint a Committee member as
1918 mediator, who shall meet with the Parties to clarify the issues and attempt to resolve the
1919 grievance. The mediator must not be a member of the department or school unit of any
1920 Party. The mediator does not have the power to impose any resolution on the Parties. The
1921 mediator may meet with the Parties individually or collectively. Except for submission of
1922 the written report (noted below, item (9) and (10)) to the Grievance Committee and the
1923 Parties, all matters discussed verbally or in writing in the mediation, or related
1924 communications by any Party and the mediator, shall be confidential, unless they are
1925 properly the subject of discovery in litigation.

1926 (8) No Party may communicate with any Committee member, except the mediator and the
1927 Committee Chair, about the grievance during this process of mediation.

1928 (9) If mediation fails, the mediator shall provide a written report summarizing the
1929 mediation process to the Parties and to the Committee. This report shall summarize the
1930 procedural steps taken, but must not address the substantive discussions of the mediation.

1931 (10) The mediator shall reduce any resolution resulting from the mediation process to a
1932 written statement of the resolution, and the Parties will sign the statement. The mediator
1933 shall provide a copy of the written settlement agreement to each Party and to the Office of
1934 Provost for filing.

1935 (11) The Parties must complete mediation within 20 working days from the submission of
1936 the response.

1937 (B) Grievance Committee Hearings

1938 (1) In the event mediation fails in Section 308.04(c)(A), the Grievant may request a
1939 determination of the grievance by the Grievance Committee by submitting a request in
1940 writing to the Committee within five working days upon notification of the filing of the
1941 report by the grievance. When hearing grievances, the Committee may meet as a
1942 committee of the whole, or with the consent of all Parties, in panels of at least three
1943 members. If the Committee hears a grievance by panel, the panel's decisions shall
1944 constitute the decisions of the Committee. All remaining references in this section to "the
1945 Committee" may be interpreted as "to the panel" if a panel is used.

1946 (2) (Hearing) The Grievance Committee shall convene a hearing on the grievance as
1947 promptly as reasonably possible. The Parties shall make themselves available and, at the
1948 Committee's request, appear in person at the hearing. The Committee may request
1949 cooperation from any administrator, faculty member, or staff member the Committee
1950 believes can help to resolve the matter. All Committee meetings shall be private. The
1951 Committee shall permit attorneys/representatives of the Parties, if any, to sit in the hearing
1952 during all statements and questioning although these individuals will not have a speaking
1953 role in the proceedings. The Committee shall permit other persons to attend only during
1954 their own statements and questioning. Once Parties have presented their cases, the
1955 Committee shall meet to deliberate in confidence. For procedural details see the Grievance
1956 Committee Rules and Regulations.

1957 (3) The Committee need not keep a verbatim recording of hearings. The Committee's
1958 record of a hearing shall include the Step Three grievance and response and similar
1959 documents; all documentary and physical evidence submitted at the hearing by the Parties;
1960 a written log of the hearing dates, witnesses, and persons present at the hearing; and a
1961 copy of the Committee's written decision. The Committee's deliberations and notes taken
1962 by individual Committee members, however, shall remain private and confidential, and
1963 not part of the hearing record.

1964 (4) The Committee shall base its decision on the evidence presented at the formal hearing
1965 of the grievance process, together with consideration of the Parties' oral arguments. The
1966 Committee shall not consider any information Committee members have received outside
1967 of the grievance process, unless the Committee discloses such information to the Parties.
1968 The Committee's decision on the grievance shall be in writing and include specific
1969 findings of fact as well as conclusions and remedies. The decision shall be by majority
1970 vote. If the Committee is not unanimous, the decision shall note the Committee's vote, but
1971 not the votes of individual Committee members.

1972 (5) The Committee shall submit, within 10 working days from completion of the hearing,
1973 the report to the Provost. In the case of errors-in-process grievances filed against the
1974 University Committee on Rank and Tenure, the Committee on Academic Freedom and
1975 Tenure or a grievance against the Provost, the Committee shall submit the report to the
1976 President.

1977 (6) The person receiving the report in (5) shall give it due consideration and shall respond
1978 to the Grievance Committee within ten working days.

1979 (7) If the person receiving the report in (5) does not follow the recommendations of the
1980 report, or alters the remedy in any significant way, the Grievant may submit the dispute for
1981 arbitration through the process of Section 308.04(d) (Step Four).

1982 **308.04(d) Arbitration (Step Four)**

1983 If the process of resolving a grievance through Step Three results in the person receiving
1984 the report in 308.04(c)(5) not accepting or substantially modifying the recommendation of
1985 the Grievance Committee, the Grievant may submit the dispute for confidential binding
1986 arbitration held according to the JAMS Comprehensive Arbitration Rules & Procedures.
1987 In this case,

1988 (1) The Grievant and the Administration will endeavor to agree on a single neutral
1989 arbitrator. Either Party may submit names of suggested arbitrators to the other Party. If an
1990 arbitrator is not selected by mutual agreement, the arbitrator will be selected pursuant to
1991 the procedures of JAMS. Any selected arbitrator must adhere to JAMS Arbitrator Ethics
1992 Guidelines. A decision on whether to mutually agree on an arbitrator or to select an
1993 arbitrator through JAMS shall be made within ten (10) calendar days after the initiation of
1994 Step Four.

1995 (2) Arbitration shall be conducted in university facilities. Unless the arbitrator concludes
1996 that the grievance was frivolous, the Administration shall pay all JAMS fees and expenses,
1997 including the arbitrators fee and travel expense ("JAMS fees and expenses"). If the
1998 arbitrator concludes that the grievance was frivolous, the Grievant shall pay the Grievant's
1999 share of JAMS fees and expenses. Should a Grievant desire representation, said
2000 representation shall be at the sole cost of the Grievant.

2001 (3) The Parties may agree to waive the oral hearing and submit the dispute to the arbitrator
2002 for a decision based on written submissions and other evidence as the Parties may agree.
2003 Such agreement shall not be unreasonably withheld.

2004 (4) The arbitrator shall conduct all proceedings pursuant to the then current rules and
2005 procedures of JAMS, unless, the arbitrator, after discussion with the Parties, determines a
2006 modification of those rules will better serve the interest of justice.

2007 (5) The arbitrator shall issue an order resolving the matter as promptly as reasonably
2008 possible and send this order to each Grievant and Respondent, the Grievance Committee,
2009 the Provost, and the University President. In the event the Arbitrator must make an award,
2010 the decision of the arbitrator will be restricted to whether there was a violation,
2011 misinterpretation, or misapplication of this Handbook or an established policy, procedure,
2012 rule, or practice of a department, college, school or the University. The decision of the
2013 arbitrator completes the internal grievance procedure and is final and binding on the
2014 Parties (subject to any applicable laws).

2015 **308.05 Year-End Report**

2016 The Grievance Committee shall issue a report to the Faculty Senate, the Provost, and the
2017 President of the University regarding the prior year's work each fall term. The report must
2018 contain the following information:

- 2019 (a) the number of grievances submitted;
- 2020 (b) the disposition of each grievance; and
- 2021 (c) the general subject of each grievance.

2022

2023 **309.00 TERMINATION FOR PROGRAMMATIC OR FINANCIAL CONSIDERATION**

2024 **309.02 Termination of Non-Tenured Faculty**

2025 (a) Except to the extent that the School of Law's "Standard Long-Term Contract Statutes,"
2026 an "Extraordinary Exception to the Gonzaga University *Faculty Handbook*" signed by
2027 President Spitzer on 19 March 2007, and re-approved by President McCulloh on 17
2028 February 2010 and again on 16 July 2018, provide otherwise, the University may
2029 terminate the employment of a term-appointed faculty member at the end of any contract
2030 term by giving proper written notice by the dates specified in **305.03 (d)**.

2031 (b) A faculty member with a long-term contract as described in **309.02(a)** has all the rights
2032 of a tenured faculty member under **309.03** through **309.19**.

2033 **309.03 Termination of Tenured Faculty, Senior Lecturers, and Professors of Practice for** 2034 **Reasons of Program Change or Discontinuation**

2035 A decision to discontinue formally or reduce significantly a program or department of
2036 instruction because of long-range educational needs will not be made by the University
2037 President and Board of Trustees without their having received a recommendation from the
2038 Provost. The Provost shall seek an advisory vote from the Academic Council and consult
2039 with the schools or departments involved, as well as inform the officers of the Faculty
2040 Assembly. In cases where the University is contemplating the termination of a faculty
2041 member due to a program change, it will attempt to find the faculty member a position in
2042 the university for which the faculty member already is qualified. If no such position is
2043 available, the University may terminate the appointment (see Section 309.05).

2044 **309.04 Notice of Termination Due to Program Change or Discontinuation**

2045 A tenured faculty member or a Senior Lecturer or Professor of Practice so terminated will
2046 receive **written** notice **thereof** one year prior to the end of the contract period, or if notice
2047 is given less than a year prior to the contract period, will be given an extension of their
2048 contract to reach one year's notice and to include one year's full salary and benefits. The
2049 terminated faculty member will receive written assurance that the position from which the
2050 faculty member was terminated will not be filled for at least three years from the date on
2051 which teaching duties end, unless that person is first given the opportunity for
2052 reinstatement with rank, tenure, and salary no less than that held at the time of termination.

2053 **309.05 Identifying Faculty to be Terminated Due to Program Change/Discontinuation**

2054 Identification of tenured faculty members to be terminated in the event of significant
2055 reduction, or discontinuation of program or department will be according to the criteria
2056 outlined in "Termination for Reasons of Financial Exigency," **309.09-309.11**.

2057 **309.06 Termination for Reasons of Financial Exigency**

2058 **309.07 Determination of Financial Exigency**

2059 A financial exigency is an emergency condition in which the University's existence is in
2060 serious jeopardy for financial reasons. When the University President and the Board of
2061 Trustees have determined that such a condition is imminent, the President will inform the
2062 Officers of the Faculty Assembly of the University's situation and the measures which are
2063 being considered. The University shall disclose the full financial condition of the
2064 University to the Officers of the Faculty Assembly, deans of each college or school,
2065 department chairs and other appropriate bodies. A decision to terminate tenured faculty
2066 members, or to terminate a probationary, clinical or fixed-term appointment before the end
2067 of the specified term, will not be made by the University President and the Board of
2068 Trustees without their having consulted with the Academic Council and the Officers of the
2069 Faculty Assembly. Any final decision concerning financial exigency that will serve as a
2070 basis for action rests with the President and the Board of Trustees.

2071

2072 **309.08 Identification of Areas to be Reduced Due to Financial Exigency**

2073 Once the University President and the Board of Trustees have established the existence of
2074 a condition of financial exigency, the Officers of the Faculty Assembly, in conjunction
2075 with the appropriate Officers of the Administration, shall identify academic areas for
2076 reduction and/or discontinuance, and make recommendations on reduction and
2077 discontinuance to the President. The Officers of the Faculty Assembly will recommend to
2078 the President of the University a slate of ten faculty, from which the President shall select
2079 a committee of at least five faculty, who shall consult with the dean of the relevant school
2080 or head of the relevant department to identify the individuals for termination, using the
2081 criteria of 309.10.

2082 **309.09 Rights of Tenured Faculty in the Event of Financial Exigency**

2083 In proceeding to reduce faculty positions because of bona fide financial exigency, the
2084 University will protect faculty rights under academic tenure. Thus, the University will not
2085 terminate the service of a tenured faculty member in favor of retaining someone without
2086 tenure, except in extraordinary circumstances where a serious distortion of the academic
2087 program would otherwise result. In such cases, departmental needs for sub-discipline
2088 specialties might require retention of a non-tenured faculty member over a tenured
2089 member in the same department, if the tenured member is not competent to teach that
2090 specialty.

2091 **309.10 Prioritizing Among Tenured Faculty in the Event of Financial Exigency**

2092 If the committee referenced in **309.08** must choose between two or more tenured faculty,
2093 primary consideration will be the overall good of the University. To that purpose, the
2094 University criteria for retention shall be ranked in this order:

- 2095 (a) departmental needs, including those in sub-disciplines;
- 2096 (b) teaching effectiveness and adaptability of affected faculty to a new assignment;
- 2097 (c) seniority;
- 2098 (d) scholarly and/or professional development; and
- 2099 (e) any University equity and inclusion policies that may exist.

2100 **309.11 Other Options for Employment in the Event of Financial Exigency**

2101 If a tenured faculty member is affected by academic area reductions or discontinuation, the
2102 University will make a reasonable good faith attempt to prepare the faculty member for
2103 other suitable employment within the University. If no such positions are available, the
2104 University may terminate the appointment.

2105 **309.12 Written Notice of Termination in the Event of Financial Exigency**

2106 A tenured faculty member terminated for financial reasons will receive **written** notice
2107 **thereof** one year prior to the end of the contract period or will receive a contract extension.

2108 **309.13 Reinstatement of Faculty**

2109 A tenured faculty member so terminated has the right to be reinstated, if the University
2110 restores their position within three years from the date on which teaching duties end. Rank,
2111 tenure, and salary will be no less than at the time of termination. The faculty member must
2112 accept or decline reinstatement in writing within sixty days of the reinstatement offer. The
2113 University will specify these terms in writing at the time the University notifies the faculty
2114 member of termination.

2115 **309.14 Appeal of Termination Because of Program Changes or Financial Exigency**

2116 A faculty member who receives written notice of termination pursuant to **309.12** may
2117 appeal the termination decision to the Committee on Academic Freedom and Tenure. The
2118 basis for this appeal shall not include the merits of the decision to close or reduce the
2119 program(s) in question nor the existence of financial exigency; rather, the appeal shall be
2120 specifically based upon the University’s implementation of the individual termination
2121 process as outlined in 309.09—309.12.

2122 **309.15 Definitions**

2123 For purposes of **309.16** through **309.19**, the following terms have the meanings ascribed to
2124 them below:

2125 (a) “Committee” means the Committee on Academic Freedom and Tenure.

2126 (b) “Appellant” means the faculty member initiating an appeal to the Committee. If
2127 multiple appeals are consolidated pursuant to **309.16(b)**, “Appellant” means each of the
2128 faculty members appealing their termination in the consolidated appeal.

2129 (c) “Parties” mean the Appellant and the Provost.

2130 **309.16 Proceedings for Appeal**

2131 (a) To initiate the appeal, the faculty member must, within ten working days after
2132 receipt of the termination notice, provide written notice of the appeal to the chair of the
2133 Committee and to the President.

2134 (b) With the consent of the Committee and all of the Parties, multiple appeals arising from
2135 the same program change or financial exigency may be consolidated and heard together.

- 2136 (c) Within ten working days after receiving the notice of the appeal, the chair of the
2137 Committee shall notify the Appellant and President in writing of the following:
- 2138 (1) A list of all Committee members who will take part in hearing the appeal;
- 2139 (2) The time and place for the hearing, such time will not, without the consent of all
2140 the Parties, be less than 45 days nor more than 60 days after the date the Committee
2141 received notice of the appeal; and
- 2142 (3) A copy of all Committee rules applicable to the appeal.
- 2143 (d) Within ten working days after receiving notice of the appeal, the President shall
2144 provide to the Appellant and to the Committee in writing:
- 2145 (1) a description of the program change or financial exigency leading to the
2146 termination;
- 2147 (2) an explanation of how the decision to terminate the Appellant complied with
2148 **309.09** through **309.11**; and
- 2149 (3) a list all other faculty members terminated due to the program change or
2150 termination.
- 2151 (e) Within twenty days after receiving the information required by **309.16(d)**, the
2152 Appellant shall provide to the Committee and the President a written statement explaining
2153 why the Appellant's termination does not comply with one or more of the provisions of
2154 **309.09** through **309.11**. The statement may include supporting documents.
- 2155 (f) Within twenty days after receiving the information required by **309.16(d)**, the
2156 appellant may challenge any Committee member for a conflict of interest by providing
2157 written notice of the challenge to the Committee chair and the President. Such notice shall
2158 explain the nature of the alleged conflict of interest. If the Committee member so
2159 challenged does not recuse himself or herself from the appeal, the Committee will decide
2160 the matter by majority vote. If the Committee accepts the challenge, the Committee chair
2161 will designate an alternate Committee member to participate in the appeal.
- 2162 (g) At least fourteen working days prior to the hearing, each Party shall provide the other
2163 Party with a list of witnesses the party intends to call at the hearing and a copy of all
2164 documents or materials that the Party intends to submit at the hearing. The Committee
2165 shall aid the Appellant in contacting potential witnesses and encourage them to appear.

2166 **309.17 Hearing**

- 2167 (a) The Appellant is entitled to appear before the Committee at the hearing and to be
2168 accompanied and advised by counsel at the Appellant's expense, though such individuals
2169 will not have a speaking role during the proceedings.

2170 (h) Each Party may call witnesses, question witnesses, and cross-examine witnesses. A
2171 witness may submit written material in lieu of testifying. However, this is discouraged
2172 because it inhibits cross-examination.

2173 (i) The hearing shall be held in private unless the Appellant requests otherwise. However,
2174 the University has the right to ban news media from an open hearing.

2175 (j) A written and a recorded transcript of the formal hearing shall be taken and kept by the
2176 University. A stenographer shall be provided by the University to document a written
2177 transcript.

2178 (k) Upon request, the University shall provide the Appellant without charge therefore a
2179 copy of the written or recorded transcript.

2180 **309.18 Final Recommendation and Decision by the University President**

2181 (a) The University has the burden to prove, by a preponderance of the evidence, that the
2182 termination of the Appellant complied with **309.09** through **309.11**.

2183 (b) The Committee shall determine, by majority vote, whether the University proved, by a
2184 preponderance of the evidence, that the termination of Appellant complied with **309.09**
2185 through **309.11**.

2186 (c) Within twenty days after conclusion of the hearing, the Committee shall provide the
2187 University President and parties with a written explanation of the basis for its
2188 recommendation, including any dissenting opinions and the reasons therefor.

2189 (d) If the Committee determines the University failed to prove that the termination of
2190 Appellant complied with all or any part of **309.09** through **309.11**, the Committee shall
2191 suggest an appropriate remedy. In most cases, reinstatement of the Appellant to the
2192 Appellant's prior position or placement in another academic unit; if the Committee
2193 recommends a different remedy, the written explanation of the basis for its decision shall
2194 include an explanation for why it decided not to recommend reinstatement.

2195 (e) The committee's recommendation is forwarded to the Gonzaga University President
2196 whose decision shall be final.

2197 **309.19 Indemnification**

2198 The University shall indemnify and hold harmless each Committee member for any action
2199 taken as a Committee member under **309**, per the Bylaws of the Corporation of Gonzaga
2200 University.

2201

2202

2203 **310.00 FACULTY TERMINATION FOR CAUSE**

2204 **310.01 Purpose**

2205 This section deals with extraordinary circumstances in which tenured faculty members
2206 have failed their professional obligations and could face termination for cause. Because of
2207 the potentially serious matters to be addressed, and the high standards expected by the
2208 faculty themselves, the processes here are envisioned as a shared enterprise by the
2209 University administration and the faculty. The circumstances here are separated into two
2210 categories: (a) Faculty Misconduct and (b) Faculty Failure to Perform Duties. Each
2211 deserves its own sequence to assess, remediate, and adjudicate, so as to ensure timely
2212 outcomes as well as due process available to the individual faculty member in question.

2213 **310.02 Definitions**

2214 (a) Misconduct

2215 For this section, “misconduct” includes, but is not limited to serious unethical behavior,
2216 academic dishonesty, moral turpitude, criminal acts, willful violation of major policies,
2217 directives, or rules of the University and its officials, violation of University policy as
2218 articulated in the Policies and Procedures Manual Section VI: “Employee Professional
2219 Conduct Standards,” grave personal misconduct, gross professional misconduct, and
2220 falsification of credentials, falsification of research or scholarship, or research misconduct.
2221 The AAUP policy on “Faculty Misconduct and Discipline” informs the misconduct
2222 process. Note: Other *Faculty Handbook* sections cover certain types of misconduct, such
2223 as harassment and discrimination (See **300.05 (a) (8)**). Allegations of Faculty Misconduct
2224 may be identified and addressed at any time by the chair, dean, or Provost. This process
2225 for exploring potential termination based on misconduct is described in Sections 310.03-
2226 310.04.

2227 (b) Failure to Perform Duties

2228 For this section, Faculty Failure to Perform Duties refers to chronic failure to meet the
2229 expectations of the department, school, college, and University. Such determinations will
2230 follow a general approach of formative improvement and progressive sanctions, as
2231 outlined in Section 306 (Evaluation of Tenured Faculty) or the evaluation of being unfit
2232 for duty outlined in Section 307. That is, minor and/or infrequent instances of Faculty
2233 Failure to Perform Duties should result in minor sanctions, including, but not limited to
2234 oral or written reprimand, modified teaching assignments, class monitoring, professional
2235 remediation, or accommodations. More serious, frequent, and/or repeated instances should
2236 result in more serious sanctions, only after due consideration pursuant to the three-year
2237 cycles of the post-tenure review process in Section 306.06 or evaluation of fitness for duty
2238 in Section 307.02.

2239 (c) Responsible Person

2240 In this section, the term ‘Responsible Person’ means the person who is responsible for
2241 addressing faculty misconduct.

2242 **310.03 Initial Identification of Alleged Misconduct**

2243 (a) Except as provided in **310.03 (d)**, in a school organized by departments, the
2244 department chair is the Responsible Person, while in a school not organized by
2245 departments, the Responsible Person is the Program Director or Lead, if any, otherwise
2246 the dean.

2247 (b) A Responsible Person who has concerns about faculty misconduct shall meet with the
2248 faculty member and discuss these concerns. If the alleged misconduct can be resolved by
2249 agreement through this process, the Responsible Person shall create a record of the
2250 conclusion of the process, including a plan to address the alleged misconduct or
2251 sanctions, which the Provost will review and both parties shall sign and the record placed
2252 in the faculty member’s personnel file. If during this dialogue with the department chair
2253 or dean, a faculty member cites physical or mental impairments (e.g., disabilities), the
2254 chair/dean should direct the faculty member to meet with the Benefit and
2255 Accommodation Specialist in Human Resources (see **307.01**). If a faculty member
2256 reveals a disability as a reason for misconduct, but the faculty member refuses to
2257 cooperate with or use the services of the Accommodation Specialist to develop
2258 accommodations, then the Responsible Person shall follow the process outlined in
2259 **307.02**. If failure to perform the essential functions of a faculty member’s position is
2260 determined through dialogue with the Responsible Person to be due to religious practices
2261 or other extenuating circumstances, the Responsible Person shall engage in an interactive
2262 process with the faculty member to determine if accommodations are possible. The
2263 Responsible Person shall communicate the nature of these accommodations to the dean.

2264 (c) No person with a conflict of interest may serve as a Responsible Person with respect
2265 to an allegation of misconduct. For this purpose, a person has a conflict of interest if there
2266 is a significant risk that the person’s professional judgment or actions regarding the
2267 allegation of misconduct might be unduly influenced by personal animus or by a current
2268 or prior familial or amorous relationship. If the faculty member alleged to have engaged
2269 in misconduct believes that the Responsible Person has a conflict of interest, the faculty
2270 member may submit a written request explaining the basis for the alleged conflict of
2271 interest and requesting appointment of a substitute Responsible Person, using the process
2272 in 310.03(d) below. If the recipient of the request agrees that the Responsible Person has
2273 a conflict of interest, the recipient shall appoint a substitute Responsible Person. Such a
2274 substitute must be a department chair, director, or dean, or Provost, but need not be from
2275 the same school or department.

2276 (d) Procedure in the Event of a Conflict of Interest for a Chair, Director, Dean, Provost,
2277 or President.

2278 (1) The definition of a conflict of interest shall be the same as in 305.01 (a) and (b).

2279 (2) If a chair or program director alleging misconduct on the part of the faculty
2280 member has a conflict of interest, the accused faculty member shall timely inform
2281 the Dean of that fact. If the Dean concurs that there is a conflict of interest, the Dean
2282 shall appoint another Chair or Program Director of the School or College to review
2283 the allegation in place of the Chair who has a conflict of interest.

2284 (3) If a dean has a conflict of interest in serving as the Responsible Person in
2285 evaluating an individual faculty member's alleged case of misconduct, the faculty
2286 member shall timely inform the Provost of that fact. If the Provost concurs that there
2287 is a conflict of interest, the Provost shall appoint the dean of another school of the
2288 University as the Responsible Person to review the allegation in place of the dean
2289 who has a conflict of interest.

2290 (4) If the Provost has a conflict of interest with respect to evaluating an individual
2291 faculty member's alleged misconduct, the faculty member shall timely inform the
2292 President of that fact. If the President concurs that there is a conflict of interest, the
2293 President shall appoint the Vice Provost for Faculty Affairs to review the allegation
2294 in the place of the Provost.

2295 (e) If the faculty member alleged of misconduct currently serves as Chair, Program
2296 Director, Dean, Provost, or President, then the allegation of misconduct will be made to
2297 that individual's supervisor (in the case of President, the allegation is conveyed to the
2298 Chair of the Board of Trustees). The individual's supervisor will appoint a substitute
2299 Responsible Person to receive and consider the allegation of misconduct.

2300 **310.04 Allegation of Misconduct**

2301 When cases of alleged misconduct cannot be resolved through process of 310.03(b) or the
2302 regular reappointment, promotion, and tenure procedures, the University shall follow this
2303 formal process.

2304 (a) The Responsible Person shall forward the misconduct allegation in writing to the
2305 dean. Upon receipt of the report, the dean shall notify the faculty member of the alleged
2306 misconduct in writing. The faculty member has ten working days to respond in writing.
2307 After receiving the faculty member's response, or if the faculty member fails to respond
2308 within ten working days from the date of receipt of the written notice, the dean makes a
2309 finding of fact(s) and a decision regarding the appropriate disciplinary action. The dean
2310 shall issue a written report to the Responsible Person and the faculty member within ten
2311 working days. The dean shall write a summary report and include it, along with the
2312 original misconduct allegation and the faculty member's response, in the faculty
2313 member's next reappointment or review file.

2314 (b) If the faculty member disagrees with the dean's decision, the faculty member may
2315 appeal the decision in writing to the Provost within ten working days of the dean's
2316 decision. The dean forwards the original misconduct allegation, the faculty member's
2317 response, and the dean's report to the Provost. The Provost shall review the case and

2318 make a decision about appropriate sanctions. The Provost shall issue a written report to
2319 the chair (if applicable), the faculty member, and the dean within ten working days. The
2320 Provost shall write a summary report and include it, along with the faculty member's
2321 appeal, in the faculty member's next reappointment or review file. The decision of the
2322 Provost is final and is not grievable.

2323 **310.05 Involuntary Termination for Cause**

2324 (a) Any faculty member who is believed to be guilty of gross neglect of duty, gross
2325 professional incompetence, or gross personal misconduct may be subject to immediate
2326 suspension. The President reserves the power to suspend. Payment of salary will continue
2327 until formal, written notification of dismissal is received by the faculty member.

2328 (b) In the event of a finding of Misconduct (Sections 310.03-310.04) or Failure to Perform
2329 Duties (Section 306) by the dean and the Provost, the Provost may forward the
2330 recommendation for termination to the Committee on Academic Freedom and Tenure (See
2331 Section 310.06). The actions or reasons for which the University, after an opportunity for a
2332 formal hearing, may dismiss a faculty member for cause include:

2333 Failure to Perform Duties:

2334 (1) Incompetence in teaching or other essential duties (Section 306);

2335 (2) General neglect of duty (Section 306);

2336 (3) Lack of fitness for duty (Section 307).

2337 Misconduct (Section 310.04)

2338 (1) Willful violation of major policies, directives, or rules of the University and its
2339 officials, violation of University policy, as articulated in the Policies and Procedures
2340 Manual Section VI: "Employee Professional Conduct Standards,"

2341 (2) Grave personal misconduct, gross professional misconduct, and,

2342 (3) falsification of credentials, falsification of research or scholarship, or research
2343 misconduct.

2344 **310.06 Committee on Academic Freedom and Tenure**

2345 (a) Formal Board Proceeding: Recommendations for termination are forwarded to a
2346 permanent committee of the University known as the Committee on Academic Freedom
2347 and Tenure. The members of this committee shall be limited to full-time tenured members
2348 of the faculty. The full-time members of the University faculty shall biennially elect from
2349 among their numbers six persons who shall constitute the regular members of the
2350 committee. A seventh faculty member of the Committee on Academic Freedom and

2351 Tenure will be appointed biennially by the University President. At the same time, seven
2352 alternates shall be chosen (six elected by the faculty and one by the University President).
2353 These alternates shall serve on the committee in the event that any of the permanent
2354 members is challenged for cause, or for other reasons are unable to participate in the
2355 proceedings of the board. The seven permanent members of the committee shall elect one
2356 of their number as chairperson of the committee.

2357 (b) Pursuant to the Bylaws of the Corporation of Gonzaga University (Article VII), the
2358 University shall indemnify and hold harmless each Committee member for any action
2359 taken as a Committee member. In case any past, present or future claim, action, suit,
2360 proceeding, or investigation is brought or threatened against such Committee member on
2361 account of action taken or omitted to be taken by such person or persons in such capacity,
2362 the University will defend and indemnify such person as prescribed in the Bylaws.

2363 **310.07 Procedural Steps for Involuntary Termination for Cause**

2364 (a) A formal dismissal proceeding shall be initiated in writing from the Provost to the
2365 faculty member and to the chairperson of the Committee on Academic Freedom and
2366 Tenure containing:

2367 (1) a statement giving with reasonable particularity the grounds for dismissal;

2368 (2) a statement that the Committee on Academic Freedom and Tenure will conduct
2369 a hearing on the charge or charges;

2370 (3) a statement of the time and place for the hearing, such time being set by the
2371 committee to permit the faculty member sufficient opportunity to prepare a defense;

2372 (4) a copy of pertinent University and Committee regulations governing procedural
2373 and substantive rights for the faculty member.

2374 (b) Not less than two weeks before the date set for the hearing the faculty member shall
2375 submit to the Provost and the chairperson of the Committee on Academic Freedom and
2376 Tenure a written answer to the grounds for dismissal.

2377 (c) If the faculty member does not answer the Provost's statement of grounds, the
2378 committee shall consider whether the stated grounds do constitute adequate cause; and, if
2379 on the basis of obtainable information, the failure to answer the charges is unjustified, the
2380 Committee on Academic Freedom and Tenure may conclude without further inquiry that
2381 the dismissal would be proper.

2382 (d) At a formal hearing before the Committee on Academic Freedom and Tenure, the
2383 faculty member shall be entitled to appear and to be advised by counsel at the faculty
2384 member's own expense, though the outside counsel will not have a speaking role in the
2385 proceedings. The faculty member shall be permitted to challenge any member of the
2386 committee for conflict of interest. In that case, the committee will consider the matter and

2387 determine whether an alternate(s) will be used. The committee, when needed, may request
2388 the attendance of witnesses on the matter, who may take the opportunity to submit written
2389 and oral testimony.

2390 (e) Hearing

2391 (1) The hearing shall be held in private.

2392 (2) A record of the formal hearing shall be kept by the committee. The faculty
2393 member shall be entitled to a copy of these materials.

2394 (f) Report

2395 (1) Within ten working days of the conclusion of the hearing, the committee shall
2396 make its recommendations in writing to the Provost. If a majority of the committee
2397 agree that additional time is needed, the presentation of recommendations may be
2398 delayed for an additional period not to exceed 20 working days.

2399 (2) If the committee judges that some disciplinary action short of dismissal is
2400 appropriate, it may so recommend.

2401 (3) In assessing the case, the Committee on Academic Freedom and Tenure will:

2402 (i) in a case of Failure to Perform Duties, ascertain whether (A) the process for
2403 faculty review articulated in Section 306 or 307 has been followed; (B) whether
2404 the criteria for faculty performance in Section 300.05 were applied reasonably
2405 and fairly as the basis for the reviews and rises to the level to become the cause
2406 for termination; (C) whether the faculty member has had adequate notice of their
2407 non-satisfactory performance; and (D) whether the faculty member has been
2408 given adequate advice and support for improvement during the prior review
2409 cycles described in Section 306 or 307. It is expected that the judgment of the
2410 Committee on Academic Freedom and Tenure both benefits from and is
2411 independent from the assessments of the chair, dean, and Provost.

2412 (ii) in a case of Misconduct, advise whether the alleged conduct rises to the level
2413 described in 310.05.

2414 (g) The Gonzaga University President shall review the findings of the committee and make
2415 a written final decision.

2416 (i) The President's review shall be based on the record of the hearing before the
2417 Committee on Academic Freedom and Tenure, the recommendations of the dean
2418 and Provost, and the written response of the faculty member. The President may,
2419 at their sole discretion, invite the faculty member and Provost to make an oral
2420 presentation. The President may sustain, overrule, or modify the
2421 recommendation of the Committee on Academic Freedom and Tenure.

2422 (ii) The President will send their decision in writing to the faculty member, the
2423 Provost, the dean, and the Committee on Academic Freedom and Tenure. The
2424 President's decision is final, not subject to the grievance process, and is binding
2425 for all parties.

2426 (iii) In the event of termination, the faculty member shall not be entitled to
2427 compensation beyond that which is provided in their current employment
2428 contract.

2429 (iv) The University will treat the written decision of the Academic Freedom and
2430 Tenure Committee, the written dean's recommendation, and the President's
2431 written decision as elements of the faculty member's confidential personnel file.

2432 (h) Conclusion

2433 (1) Suspension of a faculty member during such proceedings will occur only if
2434 immediate harm to self or others is threatened by the continued performance of
2435 duties. The power to so suspend is reserved to the University President. In the event
2436 of suspension, the faculty member's rights under the faculty member's contract with
2437 the University and this Faculty Handbook remain in effect until the faculty member
2438 receives formal notice of dismissal.

2439 (2) The University is not obligated to compensate faculty members dismissed for
2440 cause beyond the date the faculty member receives formal notification of dismissal
2441 unless so required by law.

2442 (3) Ordinarily, the University will treat the record of the proceedings as confidential
2443 matter. If, however, the dismissed faculty member discloses any aspect of the
2444 dismissal or the proceedings in any public or private forum or public news medium
2445 the University may, at its discretion and to the extent appropriate, release pertinent
2446 portions or the entire record of the proceedings, including those proceedings held in
2447 private, in the same public or private forum or news media used by the dismissed
2448 faculty member.

2449 (4) Matters involving allegations of Harassment and Discrimination are handled in
2450 accordance with the Harassment and Non-Discrimination Policy contained within
2451 the Gonzaga University Policies and Procedures Manual or the Title IX Sexual
2452 Harassment Policy for matters falling under the U.S. Department of Education Final
2453 Rule under Title IX of the Education Amendments of 1972, effective August 14,
2454 2020.

2455 According to this Final Rule, Title IX complaints against faculty will be handled by
2456 the Title IX Coordinator and investigated by a designated investigator, as with
2457 claims against any Gonzaga University employees. If upon initial review of the
2458 harassment and discrimination report, the Title IX Coordinator finds that the matter

2459 does not fall under Title IX but instead falls under the PPM, the matter will be
2460 investigated consistent with the Harassment and Non-Discrimination Policy.

2461 If the investigation substantiates a violation of the Harassment and Non-
2462 Discrimination Policy or the Title IX Sexual Harassment Policy the matter will be
2463 resolved through the applicable policy, either the Faculty Handbook, Section 310 or
2464 the Title IX Sexual Harassment Policy as required by U.S. Department of Education
2465 Final Rule.

2466

2467 **311.00 Sabbatical Leave and Leave of Absence**

2468 **311.01 Sabbatical Leave – Purpose**

2469 In support of its mission of academic excellence, the University places great value on
2470 sabbatical leave as an opportunity for faculty members to spend a focused and sustained
2471 period of time to renew and enhance their teaching and scholarly/creative work. The
2472 University intends sabbatical leave to benefit both the individual faculty member and the
2473 University community. As such, projects suitable for sabbatical leave include research,
2474 writing or creative work appropriate to the faculty member’s discipline, pedagogical or
2475 curriculum development that enhances the teaching skills of the faculty member or the
2476 curriculum of academic programs of the department or the University, or other projects
2477 that contribute to the intellectual life of the faculty member and the University.

2478 **311.02 Sabbatical Leave – Eligibility**

2479 (a) Full-time tenured faculty members of Gonzaga University holding the rank of
2480 associate professor or higher are eligible for sabbatical (see also 311.04(a)(3)). Faculty
2481 members may apply for their first sabbatical in their sixth year of full-time continuous
2482 employment and, if approved, the University would grant the leave for the seventh year,
2483 provided the faculty member is tenured or the President has approved the faculty member
2484 for tenure. A faculty member can apply for subsequent sabbaticals in the sixth or later year
2485 of full-time continuous employment following the academic year of the faculty member’s
2486 most recent sabbatical leave and, if approved, the University would grant the sabbatical for
2487 the following year.

2488

2489 (b) If a leave (leave of absence, sick leave, personal leave, disability, etc.) interrupts a
2490 faculty member’s employment, the faculty member resumes their continuous service upon
2491 return to full time regular employment. This time in leave does not count towards the
2492 required six years of continuous employment for sabbatical. Such individuals would be
2493 expected to apply in future application cycles.

2494 (c) Sabbaticals are encouraged but not guaranteed, and are contingent upon the needs of
2495 the department, school, College, or University being met during individual absences, as
2496 well as the sabbatical work being undertaken serving the mission of the University.

2497 **311.03 Sabbatical Leave – Compensation**

2498 (a) Unless otherwise agreed in writing by the University and the faculty member:

2499 (1) a faculty member granted a sabbatical leave for a full academic year retains all
2500 employee benefits during the sabbatical period and the University shall pay the
2501 faculty member seventy-five percent of the faculty member’s salary; and
2502

2503 (2) a faculty member granted a sabbatical leave for one semester retains all
2504 employee benefits during the sabbatical period and the University shall pay the
2505 faculty member full salary.

2506 (b) A faculty member on sabbatical leave may apply for and receive grant funding from
2507 outside sources in addition to the faculty member’s University salary for the purposes of
2508 travel, accommodation, research expenses, or relocation expenses, and/or to bring an
2509 individual’s salary back to 100% of the individual’s 9 month contract.
2510

2511 (c) A faculty member on sabbatical leave is eligible for travel funding from the
2512 University.
2513

2514 (d) A faculty member who receives a sabbatical leave must, after the leave ends, return
2515 to the University and resume the faculty member’s duties for a full academic year
2516 following the academic year of the sabbatical. The Provost will determine reasonable
2517 consequences for failure to return and fulfill this requirement.

2518 **311.04 Sabbatical Leave – Procedures**

2519 (a) Application for Sabbatical

2520 (1) A faculty member must, in the spring semester prior to applying for a
2521 sabbatical leave, notify in writing the department chair, if any, and the dean of the
2522 faculty member’s intention to apply for a sabbatical leave. A faculty member
2523 must submit an application for a sabbatical leave to the department chair or, if
2524 none, to the dean no later than September 15 of the year preceding the academic
2525 year for which the faculty member requests leave. The application must indicate
2526 the activities planned and the outcomes or work the faculty member expects to
2527 produce during the sabbatical leave. It also must indicate how the sabbatical leave
2528 will contribute to the teaching, scholarly/creative work, which may include
2529 collaboration with other colleagues or community groups, and/or other academic
2530 roles of the faculty member and to the University community. Individual course
2531 development on its own is considered insufficient grounds unless the work
2532 benefits the department or University as a whole.
2533

2534 (2) The department chair, if any, shall forward the application, along with the
2535 chair’s recommendation, to the dean by October 1. The dean shall forward the

2536 application, along with the dean’s recommendation, to the Provost by November
2537 1.

2538 (3) Assistant Professors may apply for sabbatical and may be conditionally
2539 approved by the Provost, as long as the individual’s tenure and promotion to
2540 Associate Professor is effective by the start of the sabbatical leave period.

2541 (b) Approval Process for Sabbatical

2542 After reviewing the application for a sabbatical leave, the recommendation of the
2543 department chair, if any, and the recommendation of the dean, the Provost shall decide
2544 whether to grant the sabbatical leave. In making the decision, the Provost may consider the
2545 needs of the department, school, College, or University, the potential for the proposed
2546 sabbatical leave to enrich the faculty member and the University, the report of the faculty
2547 member’s previous sabbatical leave, and the finances of the University. The Provost shall
2548 notify the faculty member and dean in writing of the decision by January 30.

2549 (c) Post-sabbatical Reporting

2550 Within 30 days of the start of the academic year following the academic year of a
2551 sabbatical leave, the faculty member shall submit to the department chair, if any, the dean,
2552 and the Provost a written report detailing the purpose of the sabbatical, the activities
2553 completed or in process, and the outcomes of the sabbatical. If a faculty member fails to
2554 submit the report within 30 days, the Administration will count this as a negative factor in
2555 a subsequent sabbatical application.

2556 **311.05 Leave of Absence with Pay**

2557 (a) Medical Leave: After one full year of service, full-time faculty members are eligible
2558 for medical leave of absence for their own disability. Paid leave will be coordinated and in
2559 conjunction with federal and state leave programs, and any other disability plans offered
2560 by the University. The duration of the leave is guided by medical certification, terms of an
2561 individual’s contract, approval of FMLA, and will not last longer than the elimination
2562 period of Long-term Disability.

2563
2564 (b) Faculty Parental Leave: After one full year of service, certain faculty members with
2565 1.0 annual salary agreement or higher are eligible for paid leave benefits to care for their
2566 newborns or newly adopted child(ren) as described in Section 4XX.

2567
2568 (c) Unless otherwise noted above or agreed to in writing at the time the leave is
2569 granted, time on a leave of absence with pay does not count toward eligibility for tenure,
2570 promotion, or sabbatical leave, or affect the faculty member’s rank or previous time in
2571 service.

2572 **311.06 Leave of Absence without Pay**

2573 (a) Any ranked faculty member may request full-time or part-time leave of absence
2574 without pay for such reasons as family care, illness/injury which may not be covered by
2575 short-term or long-term disability plans, research, formal study, military, public, or other
2576 professional service. An application for a leave of absence without pay must indicate the
2577 purpose of the leave. Normally, the faculty member should submit this application to the
2578 dean no later than November 1 of the year preceding the academic year for which the
2579 faculty member requests the leave of absence. After consultation with the appropriate
2580 department chair, if any, and the dean, the Provost will decide whether to grant the leave
2581 of absence. The faculty member and the University must mutually agree upon such leave
2582 in writing and such leave shall not ordinarily be for longer than one year.

2583 (b) Unless agreed otherwise in writing at the time the University grants the leave, time
2584 on non-paid leave does not count toward eligibility for tenure, promotion, or sabbatical
2585 leave. A leave of absence without pay does not affect the faculty member's rank or
2586 previous time in service. A faculty member on leave of absence without pay may maintain
2587 medical insurance coverage through the University by paying for such coverage.

2588 (c) No later than March 1 of the year of the Leave of Absence, an individual on an unpaid
2589 leave of absence must have notified their chair and dean of their intent to return and have
2590 acknowledged and accepted teaching assignments from the chair for the year of return.
2591 Failure to acknowledge these assignments and confirm the individual's intent to return will
2592 constitute a resignation from the University.

2593 **311.07 Return from Leave of Absence**

2594 (a) Within 30 days upon return from any professional leave of absence, ie: other than a
2595 medical or family leave, the faculty member shall submit a written report summarizing
2596 their activities while on leave to the faculty member's department chair, if any, dean, and
2597 the Provost.

2598 (b) Unless otherwise granted permission by the Provost, a faculty member's failure to
2599 return to service after a leave of absence, other than a medical leave, or a failure to
2600 acknowledge return to duty, constitutes a resignation of the faculty member's position and,
2601 if applicable, relinquishment of tenure.

2602 **312.00 Benefits**

2603 Gonzaga University provides employee benefits as part of a total compensation package to
2604 members of the faculty. The majority of benefits are administered by Human Resources
2605 with assistance of outside vendors; these vendors routinely change the rates and level of
2606 service provided. Changes are negotiated by the University on behalf of and in the best
2607 interest of all University employees within available financial resources.

2608 The initiation or elimination of new benefits or significant rate changes will not be made
2609 without a review by the Benefits Committee. Faculty representation on this committee will
2610 be appointed by the Faculty Senate President. Committee members are responsible to

2611 report key changes to the Faculty Senate. In the case of unanticipated or untimely changes
2612 in the level or rates for service, the University will make a good faith effort before making
2613 changes to discuss with, and seek the advice of the committee or members designated by
2614 the Faculty Senate. All benefits changes are approved by the University President, who
2615 takes into consideration the recommendations of the Benefits Committee.

2616 **313.00 Tuition Benefits**

2617 **For faculty members hired before November 1, 1996, tuition benefits are as follows:**

2618 **313.01**

2619 All ranked members of the faculty will receive full tuition remission for courses in all units
2620 of the University. The faculty member will pay all additional fees. Course attendance must
2621 not interfere with the faculty member's regular responsibilities to the University.

2622 **313.02**

2623 Spouses and dependent children of ranked faculty qualify for free tuition in all units of the
2624 University, except as in **313.04** below. The individual will pay all other fees.

2625 **313.03**

2626 Faculty who are teaching at least six semester hours or the equivalent are granted
2627 full tuition remissions, but this benefit does not extend to spouses and dependent children.
2628 Faculty who are teaching fewer than six semester hours are granted a 50% reduction in
2629 tuition.

2630 **313.04**

2631 For the purpose of this benefit, "dependent children" is defined to mean children through
2632 the age of 25 years who are enrolled in the undergraduate programs of the University.

2633 **313.05**

2634 Gonzaga University will waive the tuition of the dependent children of retired faculty
2635 members who have held tenure and of dependent children of ranked faculty members who
2636 have become permanently disabled or who have died during their employment at Gonzaga
2637 (subject to the provisions outlined in **313.01** through **313.04**).

2638 **For faculty members hired after November 1, 1996, tuition benefits are as follows.**
2639 **Specifications for tuition benefits are found in the Policies and Procedures Manual (PPM).**

2640 **313.06**

2641 Tuition waivers do not apply to Law School or Faculty-led study abroad courses.

2642 **313.07**

2643 Full-time faculty members are eligible for full tuition waivers (100%) for
2644 undergraduate, graduate, and doctoral courses on a space available basis. Part-time faculty
2645 (on fifty to seventy-four percent contract) are eligible for half tuition waivers
2646 (50%). Details are found in the PPM.

2647 **313.08**

2648 Legal spouses and dependent children of full-time faculty members are eligible for
2649 tuition waivers based on the faculty member's years of service completed before the
2650 beginning of the semester. Eligibility is as follows: up to one year--0%; one to three years--
2651 -50%; three to five years--75%; five or more years--100%. Details are found in the PPM.

2652 **313.09**

2653 Spouse tuition waivers are for one Gonzaga degree, either undergraduate or
2654 graduate, excluding doctoral and law. Details are found in the PPM.

2655 **313.10**

2656 Dependent children tuition waivers are for undergraduate courses only. Details are found
2657 in the PPM.

2658 **313.11**

2659 Dependent children are defined as natural, adopted, or stepchildren under the age
2660 of twenty-six. Children must be financially dependent on the employee and meet the
2661 definition of dependent outlined by the Internal Revenue Service. The University reserves
2662 the right to require proof of dependency. Details are found in the PPM.

2663 **313.12**

2664 Tuition waivers are limited to one non-Matriculated course per semester.

2665 **313.13**

2666 Gonzaga University will waive the tuition of the dependent children of retired faculty
2667 members who have held tenure and of dependent children of ranked faculty members who
2668 have become permanently disabled or who have died during their employment at Gonzaga
2669 (subject to the provisions outlined in **313.01** through **313.04**).

2670 **314.00 Privileges for Emeriti**

2671 **314.01**

2672 The member and spouse may register for classes tuition free.

2673 **314.02**

2674 The member and spouse shall have all faculty privileges consistent with the position.
2675 This includes a faculty University identification card, admission to University functions on
2676 the same basis as other faculty members, etc. Emeriti faculty are unranked faculty, and
2677 hence do not have voting rights in the department, school, College, or Faculty Assembly.

2678 **314.03**

2679 To the extent practicable, the member may continue to have office facilities as long as
2680 the person remains active at the University.

2681 **314.04**

2682 To the extent practicable, the member may, by arrangement with the appropriate dean
2683 or department chair, utilize the research facilities of the University.

2684 **315.00 The Faculty Handbook Committee**

2685 **315.01 Membership of the Faculty Handbook Committee**

2686 The Faculty Handbook Committee (hereafter FHC) members are:

2687 (a) one member of the Faculty Senate, appointed by the Faculty President to a one-
2688 year term;

2689 (b) two faculty members elected by the Faculty Assembly to staggered three-year
2690 terms; and
2691

2692 (c) the Faculty President;
2693

2694 (d) the Provost;

2695 (e) the Vice Provost for Faculty Affairs;

2696 (f) the Assistant Provost for Academic Budget and Personnel.

2697 The Faculty Handbook Committee will be co-chaired by the Faculty President and the
2698 Provost.

2699 **315.02 Duties and Responsibilities of the Faculty Handbook Committee**

2700 The FHC conducts a periodic review of the *Faculty Handbook*, and may propose
2701 amendments to the Faculty Assembly and the Administration. In addition, the FHC shall

- 2702 (a) be available to the Provost for consultation on areas of the *Faculty Handbook*
2703 requiring interpretation or clarification;
- 2704 (b) review and report on *Faculty Handbook* amendments proposed by others;
- 2705 (c) consult with members of the Faculty Assembly and the Administration, as
2706 needed, on amendments being considered;
- 2707 (d) revise proposed amendments as needed;
- 2708 (e) consult with the University General Counsel on *Faculty Handbook* issues and
2709 amendments as needed;
- 2710 (f) facilitate faculty deliberations concerning proposed amendments;
- 2711 (g) and publish the latest revised *Faculty Handbook* through the Provost's office in a
2712 timely manner to the University community.

2713 **315.03 Operating Procedures**

- 2714 (a) The FHC shall schedule its first meeting at the beginning of the fall semester and
2715 will:

- 2716 (1) Contact the Faculty Senate, the Department of Human Resources, and the
2717 University President to request an updated list of *Faculty Handbook* issues to be
2718 considered for the year;
2719
- 2720 (2) Contact the General Counsel to advise the committee, if needed and by
2721 agreement with the Provost;
2722
- 2723 (3) Set a schedule for any meetings needed during the year; and
2724
- 2725 (4) Discuss any procedural matters for the operation of the committee.

- 2726 (b) The FHC shall meet as necessary to determine if it should propose any amendments to
2727 the *Faculty Handbook*.

2728 **315.04 Proposal of Amendments**

2729 For the years AY2025-26 and AY2026-27, the Faculty Handbook Committee may
2730 recommend to the Faculty Assembly and the University President an amendment to the
2731 Faculty Handbook, as outlined in Section 316, in February of each year. Beginning with
2732 AY2027-28, the Faculty Handbook Committee will adopt a three-year review cycle and
2733 may recommend amendments in February 2030 and every third year thereafter.

2734

2735 **315.05 Reports**

2736 At the end of each academic year, the FHC shall send a written report to the University
2737 President and the Faculty Assembly on the committee's work for the academic year,
2738 specifically noting any outstanding issues for the next year. The FHC shall post the report
2739 on the FHC website.

2740 **316.00 AMENDMENTS TO SECTION THREE HUNDRED OF THE FACULTY**
2741 **HANDBOOK**

2742 Amendments to Section **300** of the *Faculty Handbook* may be proposed by the Faculty, the
2743 Faculty Handbook Committee (FHC), the Administration, or the Board of Trustees.

2744 **316.01 Amendments Initiated by the Faculty**

2745 The Amendment process for proposals initiated by the faculty is as follows:

2746 A proposal to amend may be initiated and submitted to the Faculty Handbook Committee
2747 in one of two ways:

2748 (a) by the Faculty President and Senate Vice President in consultation with the
2749 Faculty Senate;

2750 (b) or by an individual with 20 co-sponsors from the Faculty Assembly.

2751 The amendment will be considered by the Faculty Handbook Committee using the
2752 process outlined in Section 315.

2753 **316.02 Amendments Initiated by Administration or Trustees**

2754 The amendment process for proposals that initiate with the Administration or the Board of
2755 Trustees shall be made to the Faculty Handbook Committee through the process outlined
2756 in 315.

2757 **316.03 Consultation with the Faculty Senate**

2758 The FHC shall present all proposed amendments to the Faculty Senate for feedback and
2759 advice. The FHC may offer the Faculty Senate a period for comments and questions with a
2760 duration not less than 20 working days. After this consultation, the FHC may wish to
2761 modify the proposed amendments before presenting the amendments to the Faculty
2762 Assembly.

2763 **316.04 Faculty Approval**

2764 All amendments presented to the Faculty Assembly follow the same faculty process for
2765 approval or ratification. Faculty approval of the proposal is by vote using secret ballot. The

2766 Faculty Elections Committee shall ensure that all amendment approval processes are
2767 followed and shall conduct balloting. The approval process includes the following steps:

2768 (a) All proposals for amendment(s) to Section **300** of the Faculty Handbook must be
2769 in writing and must be distributed to all full-time faculty members through the campus
2770 mail, email, or any official form of communication.

2771 (b) No sooner than one week after distribution of the proposed amendment(s) there will
2772 be a Faculty Assembly meeting to discuss the amendment(s). The Faculty President must
2773 announce the time of the meeting one week in advance by written announcement
2774 distributed to all full-time members through the campus mail, email, or other official
2775 forms of communication.

2776
2777 (c) If a majority of the Faculty Assembly members present at the Faculty Assembly
2778 meeting wish to have further meetings on the proposed amendment(s), these will be
2779 scheduled and announced as above.

2780
2781 (d) After discussions of the proposed amendment(s) have been completed, a ballot,
2782 including the text of the proposed amendment(s) shall be distributed to all full-time
2783 faculty members through the campus mail, email, or other official forms of
2784 communication. That ballot shall specify the place to which the ballot must be returned
2785 and a deadline for completion, which shall be no sooner than one week from the date of
2786 distribution.

2787
2788 (e) Ratification will consist of approval by 60% of those voting, with 50% of the full-time
2789 faculty vote constituting a quorum.

2790 (f) Faculty action on amendments to Section Three Hundred of the *Faculty Handbook*
2791 must be taken during the fall or spring terms of the academic year.

2792 **316.05 Approval by the Trustees**

2793 The proposal to amend, once approved by the Faculty Assembly, shall be presented to the
2794 President and the Provost together with the numerical results of the Faculty vote on the
2795 proposal. The President will present the proposal to the Board of Trustees for
2796 consideration and approval.

2797 **316.06 Implementation**

2798 The amendment(s), after ratification by the Board of Trustees and the Faculty, will become
2799 effective at the beginning of the following academic year contract period.

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2802 **APPENDICES**

2803 **APPENDIX 300A: 2017 Gonzaga University Mission Statement**

2804 Adopted: February 2013; Modified: April 2017

2805 Gonzaga University is an exemplary learning community that educates students for lives of
2806 leadership and service for the common good. In keeping with its Catholic, Jesuit, and humanistic
2807 heritage and identity, Gonzaga models and expects excellence in academic and professional
2808 pursuits and intentionally develops the whole person -- intellectually, spiritually, culturally,
2809 physically, and emotionally.

2810 Through engagement with knowledge, wisdom, and questions informed by classical and
2811 contemporary perspectives, Gonzaga cultivates in its students the capacities and dispositions for
2812 reflective and critical thought, lifelong learning, spiritual growth, ethical discernment, creativity,
2813 and innovation.

2814 The Gonzaga experience fosters a mature commitment to dignity of the human person, social
2815 justice, diversity, intercultural competence, global engagement, solidarity with the poor and
2816 vulnerable, and care for the planet. Grateful to God, the Gonzaga community carries out this
2817 mission with responsible stewardship of our physical, financial, and human resources.

2818 **APPENDIX 300B: 1940 Statement of Principles on Academic Freedom and Tenure**

2819 In 1915 the Committee on Academic Freedom and Academic Tenure of the American
2820 Association of University Professors formulated a statement of principles on academic freedom
2821 and academic tenure known as the 1915 *Declaration of Principles*, which was officially endorsed
2822 by the Association at its Second Annual Meeting held in Washington, D.C., December 31, 1915,
2823 and January 1, 1916.

2824 In 1925 the American Council on Education called a conference of representatives of a number
2825 of its constituent members, among them the American Association of University Professors, for
2826 the purpose of formulating a shorter statement of principles on academic freedom and tenure.
2827 The statement formulated at this conference, known as the 1925 *Conference Statement on*
2828 *Academic Freedom and Tenure*, was endorsed by the Association of American Colleges (now
2829 the Association of American Colleges and Universities) in 1925 and by the American
2830 Association of University Professors in 1926.

2831 In 1940, following a series of joint conferences begun in 1934, representatives of the American
2832 Association of University Professors and of the Association of American Colleges agreed upon a
2833 restatement of principles set forth in the 1925 *Conference Statement on Academic Freedom and*
2834 *Tenure*. This restatement is known to the profession as the 1940 *Statement of Principles on*
2835 *Academic Freedom and Tenure*.

2836
2837

The purpose of this statement is to promote public understanding and support of academic

2838 freedom and tenure and agreement upon procedures to assure them in colleges and universities.
2839 Institutions of higher education are conducted for the common good and not to further the
2840 interest of either the individual teacher or the institution as a whole. The common good depends
2841 upon the free search for truth and its free exposition.

2842 Academic freedom is essential to these purposes and applies to both teaching and research.
2843 Freedom in research is fundamental to the advancement of truth. Academic freedom in its
2844 teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of
2845 the student to freedom in learning. It carries with it duties correlative with rights.

2846 Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of
2847 extramural activities, and (2) a sufficient degree of economic security to make the profession
2848 attractive to men and women of ability. Freedom and economic security, hence, tenure, are
2849 indispensable to the success of an institution in fulfilling its obligations to its students and to
2850 society.

2851 **Academic Freedom**

2852 1. Teachers are entitled to full freedom in research and in the publication of the results, subject
2853 to the adequate performance of their other academic duties; but research for pecuniary return
2854 should be based upon an understanding with the authorities of the institution.

2855 2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should
2856 be careful not to introduce into their teaching controversial matter which has no relation to their
2857 subject. Limitations of academic freedom because of religious or other aims of the institution
2858 should be clearly stated in writing at the time of the appointment.

2859 3. College and university teachers are citizens, members of a learned profession, and officers of
2860 an educational institution. When they speak or write as citizens, they should be free from
2861 institutional censorship or discipline, but their special position in the community imposes special
2862 obligations. As scholars and educational officers, they should remember that the public may
2863 judge their profession and their institution by their utterances. Hence they should at all times be
2864 accurate, should exercise appropriate restraint, should show respect for the opinions of others,
2865 and should make every effort to indicate that they are not speaking for the institution.

2866 **Academic Tenure**

2867 After the expiration of a probationary period, teachers or investigators should have permanent or
2868 continuous tenure, and their service should be terminated only for adequate cause, except in the
2869 case of retirement for age, or under extraordinary circumstances because of financial exigencies.

2870 In the interpretation of this principle it is understood that the following represents acceptable
2871 academic practice:

2872 1. The precise terms and conditions of every appointment should be stated in writing and be in
2873 the possession of both institution and teacher before the appointment is consummated.

2874 2. Beginning with appointment to the rank of full-time instructor or a higher rank, the
2875 probationary period should not exceed seven years, including within this period full-time service
2876 in all institutions of higher education; but subject to the proviso that when, after a term of
2877 probationary service of more than three years in one or more institutions, a teacher is called to
2878 another institution, it may be agreed in writing that the new appointment is for a probationary
2879 period of not more than four years, even though thereby the person's total probationary period in
2880 the academic profession is extended beyond the normal maximum of seven years. Notice should
2881 be given at least one year prior to the expiration of the probationary period if the teacher is not to
2882 be continued in service after the expiration of that period.

2883 3. During the probationary period a teacher should have the academic freedom that all other
2884 members of the faculty have.

2885 4. Termination for cause of a continuous appointment, or the dismissal for cause of a teacher
2886 previous to the expiration of a term appointment, should, if possible, be considered by both a
2887 faculty committee and the governing board of the institution. In all cases where the facts are in
2888 dispute, the accused teacher should be informed before the hearing in writing of the charges and
2889 should have the opportunity to be heard in their own defense by all bodies that pass judgment
2890 upon the case. The teacher should be permitted to be accompanied by an advisor of their own
2891 choosing who may act as counsel. There should be a full stenographic record of the hearing
2892 available to the parties concerned. In the hearing of charges of incompetence, the testimony
2893 should include that of teachers and other scholars, either from the teacher's own or from other
2894 institutions. Teachers on continuous appointment who are dismissed for reasons not involving
2895 moral turpitude should receive their salaries for at least a year from the date of notification of
2896 dismissal whether or not they are continued in their duties at the institution.

2897 5. Termination of a continuous appointment because of financial exigency should be
2898 demonstrably bona fide.

2899 **Appendix 300C: 2009 AAUP Statement on Professional Ethics**

2900 *The statement that follows was originally adopted in 1966. Revisions were made and approved*
2901 *by the Association's Council in 1987 and 2009.*

2902 **Introduction**

2903 From its inception, the American Association of University Professors has recognized that
2904 membership in the academic profession carries with it special responsibilities. The Association
2905 has consistently affirmed these responsibilities in major policy statements, providing guidance to
2906 professors in such matters as their utterances as citizens, the exercise of their responsibilities to
2907 students and colleagues, and their conduct when resigning from an institution or when
2908 undertaking sponsored research. The *Statement on Professional Ethics* that follows sets forth
2909 those general standards that serve as a reminder of the variety of responsibilities assumed by all
2910 members of the profession.

2911 In the enforcement of ethical standards, the academic profession differs from those of law and
2912 medicine, whose associations act to ensure the integrity of members engaged in private practice.
2913 In the academic profession the individual institution of higher learning provides this assurance
2914 and so should normally handle questions concerning propriety of conduct within its own
2915 framework by reference to a faculty group. The Association supports such local action and
2916 stands ready, through the general secretary and the Committee on Professional Ethics, to counsel
2917 with members of the academic community concerning questions of professional ethics and to
2918 inquire into complaints when local consideration is impossible or inappropriate. If the alleged
2919 offense is deemed sufficiently serious to raise the possibility of adverse action, the procedures
2920 should be in accordance with the 1940 *Statement of Principles on Academic Freedom and*
2921 *Tenure*, the 1958 *Statement on Procedural Standards in Faculty Dismissal Proceedings*, or the
2922 applicable provisions of the Association's *Recommended Institutional Regulations on Academic*
2923 *Freedom and Tenure*

2924 **AAUP's Statement on Professional Ethics**

2925 1. Professors, guided by a deep conviction of the worth and dignity of the advancement of
2926 knowledge, recognize the special responsibilities placed upon them. Their primary responsibility
2927 to their subject is to seek and to state the truth as they see it. To this end, professors devote their
2928 energies to developing and improving their scholarly competence. They accept the obligation to
2929 exercise critical self-discipline and judgment in using, extending, and transmitting knowledge.
2930 They practice intellectual honesty. Although professors may follow subsidiary interests, these
2931 interests must never seriously hamper or compromise their freedom of inquiry.

2932 2. As teachers, professors encourage the free pursuit of learning in their students. They hold
2933 before them the best scholarly and ethical standards of their discipline. Professors demonstrate
2934 respect for students as individuals and adhere to their proper roles as intellectual guides and
2935 counselors. Professors make every reasonable effort to foster honest academic conduct and to
2936 ensure that their evaluations of students reflect each student's true merit. They respect the
2937 confidential nature of the relationship between professor and student. They avoid any
2938 exploitation, harassment, or discriminatory treatment of students. They acknowledge significant
2939 academic or scholarly assistance from them. They protect their academic freedom.

2940 3. As colleagues, professors have obligations that derive from common membership in the
2941 community of scholars. Professors do not discriminate against or harass colleagues. They respect
2942 and defend the free inquiry of associates, even when it leads to findings and conclusions that
2943 differ from their own. Professors acknowledge academic debt and strive to be objective in their
2944 professional judgment of colleagues. Professors accept their share of faculty responsibilities for
2945 the governance of their institution.

2946 4. As members of an academic institution, professors seek above all to be effective teachers and
2947 scholars. Although professors observe the stated regulations of the institution, provided the
2948 regulations do not contravene academic freedom, they maintain their right to criticize and seek
2949 revision. Professors give due regard to their paramount responsibilities within their institution in
2950 determining the amount and character of work done outside it. When considering the interruption

2951 or termination of their service, professors recognize the effect of their decision upon the program
2952 of the institution and give due notice of their intentions.

2953 5. As members of their community, professors have the rights and obligations of other citizens.
2954 Professors measure the urgency of these obligations in the light of their responsibilities to their
2955 subject, to their students, to their profession, and to their institution. When they speak or act as
2956 private persons, they avoid creating the impression of speaking or acting for their college or
2957 university. As citizens engaged in a profession that depends upon freedom for its health and
2958 integrity, professors have a particular obligation to promote conditions of free inquiry and to
2959 further public understanding of academic freedom.

2960

2961 **APPENDIX 300D: GLOSSARY OF TERMS**

2962 Throughout this document certain terms are used. While they may be defined at one or more
2963 locations in the text, they are defined here for ease of reference and for consistency.

- 2964 • Policies and Procedures Manual (PPM): Official publication of Gonzaga University
2965 applies to all employees (faculty and staff) and describes policies, procedures, and
2966 benefits established by the President of Gonzaga University. In the event there is a
2967 conflict between the content of the *Gonzaga University Policies and Procedures Manual*
2968 and content of the *Faculty Handbook*, the *Faculty Handbook* controls.
- 2969 • Working Days (or “Days”): weekdays during the period of the first contract day of the
2970 academic year and the following 15th of May when faculty go off contract. Working Days
2971 (or “Days”) exclude staff holidays observed by Gonzaga University, but do not include
2972 days when staff are expected to report to work but instruction does not take place (eg: the
2973 weekdays of Spring Break are considered “Working Days”)
- 2974 • Ranked Faculty: all the academic staff of the University with titles covered in Sections
2975 302.04 and 302.05
- 2976 • Faculty: see Ranked Faculty
- 2977 • Adjunct: instructors contracted on an individual course basis for a semester with no
2978 expectations of renewal or continuation. Adjunct instructors are not governed by the
2979 Faculty Handbook.
- 2980 • Non-ranked Faculty: academic staff with titles listed in Section 302.06.
- 2981 • Bylaws: The Bylaws of the Corporation of Gonzaga University.
- 2982 • Guidelines: Process document to describe the procedures and responsible parties in
2983 processes such as reappointment, tenure, promotion, and review of tenured faculty.
2984 Guidelines in units may elaborate those s
- 2985 • Criteria: Specific expectations for faculty evaluation of work that are utilized in such
2986 processes as reappointment, tenure, promotion, and review of tenured faculty. The
2987 criteria should be found in Guideline documents. Criteria expand, for example, on those
2988 articulated in the Faculty Handbook Sections 304 or 306.
- 2989 • Personnel File: records of a faculty member’s appointment, reappointment, promotion,
2990 tenure, evaluations, reviews, disciplinary actions, medical or other leaves of absence,
2991 sabbaticals, resignation, retirement, or termination. These records may be contained in
2992 part or in total in the offices of the dean, the Provost, or Human Resources.