

MCAD FULL TIME FACULTY HANDBOOK

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Approved by the Board of Trustees
of the Minneapolis College of Art
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Introduction

The Minneapolis College of Art and Design (MCAD) in Minneapolis, Minnesota is an independent, non-profit educational institution that is governed by policies set by its Board of Trustees. The Minneapolis College of Art and Design Faculty Handbook (“The Handbook”) contains a summary of the policies, practices and procedures pertinent to faculty and in effect at MCAD. This Faculty Handbook supersedes and replaces all previous versions of the MCAD Faculty Handbook and, along with the MCAD Faculty Administrative Policies Handbook, provides information about policies and procedures of the College that affect individuals in their role as faculty members at MCAD. The Handbook is not intended to and does not create an employment contract. This Handbook supersedes and replaces all previous faculty handbooks, including but not limited to the handbook approved by the Board of Trustees on April 28, 2014 and endorsed by the Faculty Senate in Spring 2015.

This Full Time Faculty Handbook applies to ranked full-time and pro rata faculty and full-time visiting faculty (hereafter referred to as the “Faculty” or “Faculty Member”).

MCAD and the Faculty will make every effort to comply with this Faculty Handbook. The Faculty Handbook is issued by MCAD as a statement of policies affecting Faculty members. In preparing this Handbook MCAD cannot anticipate all situations that could conceivably arise. The Handbook is a living document and there may be occasions when it is necessary to add to, interpret, modify or revoke one or more of the policies in this Handbook, or to choose not to apply any policy based on determination of what is in the best interests of the College.

MCAD respectfully understands the importance of the Faculty’s role at MCAD, and will cautiously exercise its right to add to, interpret, modify, deviate from or revoke any Handbook provision. Although MCAD has the right to modify or deviate from any provision in this Handbook, if MCAD actually modifies or deviates from or completely eliminates a policy in this Handbook, MCAD shall inform the Faculty Senate in writing of such modifications or eliminations prior to making the changes. Changes will go into effect the following academic year unless circumstances dictate a shorter timeframe.

This Handbook is to be used as a guide by faculty members and is not intended to, and does not create a contractual relationship between the College and its faculty members. Each member of the faculty is a member of the bargaining unit represented by SEIU 284. This Handbook is not intended to be inconsistent with the applicable collective bargaining agreement.

All Faculty members can access an electronic version of the Handbook on-line in the “Academic Affairs” section of the MCAD Intranet. The Appendices of this Handbook are meant for informational purposes only.

Section 1. Statements of Mission, Vision and Values

1.1 Mission Statement

The Minneapolis College of Art and Design educates individuals to be professional artists and designers, pioneering thinkers, creative leaders, and engaged, global citizens.

1.2 Vision Statement

The Minneapolis College of Art and Design transforms the world through creativity and purpose.

1.3 Values Statement

We, the MCAD community, shape our work and our interactions with others by honoring the following values:

- **Students First**
In all matters, we consider first what best serves the education and well-being of our students.

- **Academic and Institutional Excellence**
We are committed to rigorous scholarship, intensive studio work, the use of innovative technologies, and the highest levels of professional and ethical standards.

- **Creativity and Innovation**
In ideation, process, and making we encourage experimentation and creative expression.

- **Community**
We maintain the strength of our community through respect, diversity, communication, openness, and accountability.

- **Engagement**
We advance a just and sustainable society through collaboration and engagement with our neighbors and the world.

Adopted December 2010

Section 2. Accreditation Status

The Minneapolis College of Art and Design is accredited by the Higher Learning Commission/North Central Association and the National Association of Schools of Art and Design (NASAD), of which the College was a founding member.

Section 3. Academic Freedom

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

Faculty are entitled to full freedom in publications and research subject to meeting the needs of their other academic duties, but curricular and co-curricular projects for personal pecuniary gain which involve MCAD students, equipment or facilities or otherwise relate to MCAD, must be approved in advance by the VPAA.

Faculty are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching matter which has no relation to the curriculum, subject, or learning outcomes of the class.

Faculty are citizens, members of a learned profession, and employees of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and Faculty Members, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should indicate that they are not speaking for the institution.

Section 4. Governance and Administration

The Minneapolis College of Art and Design is governed by its Board of Trustees and administered by a President who is appointed by and accountable to the Board. The President has the powers and duties that normally belong to the President, Chief Executive Officer, or Executive Director of a Minnesota nonprofit corporation.

4.1 The Board of Trustees

Regular members of the Board of Trustees are elected by the Board and serve three-year terms. Life Trustees serve terms of ten years. The President of the College serves as an ex officio member of the Board. The President of the Faculty Senate, one student representative from the undergraduate program, and one student member from the graduate program may be invited to attend meetings of the Board. The President of the Faculty Senate, the Chair of the Alumni Board, and the student representatives shall not be deemed to be members and shall not have the right to vote. The Board shall have the right to exclude the President of the Faculty Senate, the Chair of the Alumni Board, and the student representatives from all or any portion of a meeting of the Board.

The by-laws of the MCAD Board of Trustees are on file in the MCAD Library and are available on-line in the Office of the President section of the MCAD Intranet. A list of current members of the Board of Trustees and the schedule of Board and committee meetings are available from the Office of the President. Faculty, staff, students, and other members of the community attend meetings of the Board by invitation of the Board.

The business, charitable, and educational affairs of MCAD are managed by or under the direction of the Board of Trustees which includes but is not limited to:

- Determining the mission of MCAD
- The selection, appointment and annual assessment of the President/CEO
- Reviewing and approving significant changes in the educational programs of MCAD
- Reviewing and approving a Faculty Handbook
- Reviewing and approving the benefits for all staff, faculty, administrators, and other employees of MCAD as part of the annual budget process
- Approving and authorizing all earned and honorary degrees upon recommendations of the Faculty and President/CEO
- Reviewing and approving the annual budget of MCAD
- Establishing policy guidelines with respect to the endowment fund and other investments of MCAD
- Authorizing the sale and purchase of land and buildings by MCAD, and the construction of new buildings by MCAD
- Authorizing the incurring of any secured or unsecured debts by MCAD
- Authorizing any changes in tuition and fees for students as part of the annual budget process

- Approving major fundraising efforts by MCAD, and authorizing officers, employees, and agents of MCAD to accept gifts or bequests on behalf of MCAD
- Ensuring that the Board, the officers, and the employees comply with applicable law

The Board of Trustees maintains ongoing oversight of College activities through, among other processes, a series of committees.

4.2 The President

As chief executive officer, the President is responsible for all operations of the College. This includes the establishment of other senior positions and the making of appointments to those positions. The President has final review of faculty leaves, sabbaticals, and appointments to department chairs. The Board of Trustees annually evaluates the performance of the President.

4.3 The Organization of the College

The President, in appropriate consultation with the Board of Trustees, is responsible for the organizational structure of the College, for the establishment of senior positions, and for selecting individuals to serve in those positions. The College will typically have senior officers reporting to the President in the following areas: academic affairs, finance, administration, recruiting, student affairs, and advancement. The current organization chart for the College is available at the MCAD Human Resources intranet site. Position descriptions for all senior positions at the College are available for review in the Office of Human Resources.

4.3.1 The Vice President of Academic Affairs

The Vice President of Academic Affairs is the chief academic officer of the College, responsible to the President for administration of academic programs. The President, typically in consultation with the Academic Cabinet, the Faculty Senate, and the Board of Trustees, appoints the Vice President of Academic Affairs.

The Vice President of Academic Affairs (VPAA) plays a significant role in determining educational policy through responsibility for the curriculum and for personnel appointments in the academic departments, including faculty and academic department chairs. The VPAA prepares and administers the annual instructional budget of the College in cooperation with the President and in consultation with the Academic Cabinet. The VPAA makes recommendations to the President concerning the awarding of contracts, promotion, sabbaticals, and termination and compensation of Faculty Members, after consultation with the chairs of the respective departments and/or the Faculty Senate Promotions Committee.

4.3.2 The Academic Departments of the College

The departments of the College presently include the Departments of Design, Fine Arts, Foundation Studies, Media Arts, Liberal Arts, Arts Entrepreneurship, and Graduate Studies.

Each department is responsible for planning and implementing all courses of instruction assigned to that department. Faculty members are assigned to a specific department at the time of appointment and in accordance with their professional focus and expertise. Faculty members may teach and actively participate in the affairs of more than one department.

Departments are the primary venue for participation by faculty members in the discussion of academic and curricular topics. It is through the department that recommendations are

developed concerning curricular content and evaluation, other educational policies relating to the curriculum, the academic life of the College, faculty appointments and evaluation, and the annual budget of the department.

4.3.3 The Department Chairs

The department chair is a member of the Faculty and an academic leader and reports to the VPAA. The primary function of the department chair is to plan, formulate, and implement, with the department faculty and under the leadership of the VPAA, the educational program of the department within the overall curriculum of the College. The department chair's role with respect to Faculty includes addressing questions of the appointment, promotion, or dismissal of a Faculty Member. The chair represents the department faculty in academic policy discussions. Department chairs are expected to visit one class of each ranked Faculty Member each year.

The VPAA appoints the department chairs with the concurrence of the President. Appointment as chair is separate from appointment as teaching faculty. Department chairs normally begin their term coterminous with their faculty contract for the academic year in which their department chair service begins. Chairs are expected to spend time over the summer preparing for the upcoming academic year or taking care of departmental or College business as needed.

The VPAA, as part of the annual chair evaluation process, will solicit comments from all Faculty Members of the relevant department each year. The VPAA can relieve a department chair of administrative duties at any time. Being relieved of administrative duties does not necessarily affect the individual's status as a Faculty Member. Chairs may also request to be relieved of their duties. The end date of their chair responsibilities is negotiated with the VPAA. Chairs may return to the full-time teaching Faculty if they have requested to be relieved of their chair duties.

When a department chair is to be absent for a period of one month or less, the chair may appoint a substitute from within the department after consultation with the VPAA. When the chair's absence is unforeseen or will be for more than one month, the VPAA may appoint an acting chair.

4.3.3.1 Department Chair Search

Department chairs shall be sought from the ranks of the departmental Faculty or from an external search process. The VPAA will determine the extent of the search process in consultation with the Faculty of the department. When the College determines the need to conduct an external search for a department chair a consultative search committee will be formed, headed by the VPAA, or his or her designate in cases of multiple chair searches, and composed of at least one department chair and one or two other Faculty recommended and approved by the chairs as a group. At least one of the Faculty Members should come from the department for which a chair is sought. The search committee must be representative of the main academic disciplines of the institution.

The VPAA, in consultation with the search committee and current department chair, will assess the needs of the program area in which the vacancy or new position occurs. In cases where an interim department chair will be applying for the permanent position, the area's full-time Faculty will comprise the consultative group. Consideration should be given to the goals, academic program, resources, and strengths represented by the faculty from which a position description will be developed.

The VPAA will hold an advisory consultation with the President of the College, following the final interviews and before an offer is made, to review institution-wide considerations.

4.3.4 The College Assembly

The College Assembly is a forum for reports by the President, other senior managers of the College and the Board of Trustees on the educational programs and all operations of the College. All College faculty and staff and appointed student representatives are members of the College Assembly. Any student may attend College Assembly.

The College Assembly is presided over by the President. The President will call the College Assembly to meet at least twice each year, normally once each semester. The date, place and agenda for each College Assembly will be announced at least a week in advance of the meeting. The President will determine the order and priority of agenda items.

4.3.5 The Academic Cabinet

The Academic Cabinet is chaired by the VPAA and consists of the department chairs and representatives of other Academic Affairs departments (Online, Continuing Studies, IT and other academic directors). The Vice President of Student Affairs also serves on the Academic Cabinet. The President and other administrative heads and guests are invited to attend by the VPAA when matters pertaining to their respective areas are being discussed.

The Cabinet meets regularly and functions as a forum and consultative body for the VPAA. Topics for discussion include any matters of curriculum and academic life including but not limited to:

- Allocation of funds for instruction and academic support.
- Management of current budget expenditures and the preparation of budget proposals for future years.
- Scheduling of classes and academic support facilities.
- Development of guidelines, policies, procedures and programs that will enhance the personal, professional, and instructional development of the faculty.
- Recommendation of institutional changes and improvements necessary to accomplish the College's goals.

4.3.6 The Faculty Assembly

The Faculty Assembly consists of all Faculty Members. Adjunct faculty with current contracts may also participate in the Faculty Assembly. The Faculty Assembly normally meets twice a year. The Faculty Assembly serves as a forum in which faculty address matters of concern such as curriculum, faculty employment and development and other topics that affect faculty and students. Details regarding the responsibilities, policies and procedures of the Faculty Assembly are presented in the "Minneapolis College of Art and Design Bylaws of the Faculty Assembly." The bylaws are located in the Faculty Resources section of the Intranet.

4.3.7 The Faculty Senate

The Faculty Senate is a representative body of the Faculty Assembly but does not represent the faculty for the purposes of collective bargaining. The Senate President, who is elected, leads the Faculty Senate in a two-year term. It consists of full-time and part-time pro-rata ranked faculty members, representing each of the academic departments of the College. Three adjunct faculty members also serve on the Faculty Senate and are compensated for their service; two are drawn from adjuncts teaching in the BFA program, one from adjuncts teaching in the graduate programs. The Faculty Senate appoints the

three adjunct faculty members. The Senate and individual members of the Senate act as liaisons between the Administration of the College and the College Assembly. Further information about the Faculty Senate is incorporated in the Bylaws of the Faculty Assembly. (See Appendix.)

The Faculty Senate President will be the representative of the Faculty Assembly to the Board of Trustees, to the Student Experience Committee of the Board of Trustees and to the Academic Cabinet. The Faculty Senate President will receive a course release to serve these and other committee assignments as agreed upon with the VPAA.

Faculty Senate President responsibilities include:

- Convene the Faculty Senate each year
- Organize the election of officers and committees of the Faculty Senate
- Organize monthly FS meetings, organize, write and distribute agenda
- Attend Board of Trustees meetings upon invitation
- Attend Board Student Experience Committee meetings upon invitation
- Solicit proposals and agenda items for Faculty Senate meetings
- Present Faculty Senate proposals to the Academic Affairs Office
- Attend “check-in” at Cabinet
- Attend and participate in special ad hoc school wide committee assignments as requested by the VPAA

4.4 The Faculty Role

The Board of Trustees has final authority and oversight for the development, formulation and enforcement of educational policies of the College. The Faculty, the department chairs, and the VPAA, with the approval of the President, formulate and implement the educational programs consistent with the mission and overall educational policies established by the Board of Trustees.

The Faculty's responsibilities include:

- Teaching of the curriculum
- Recommending modification or development of the curriculum
- Participation in periodic departmental and academic program reviews, accreditation, and assessment as needed
- Recommendation of degree requirements
- Encouragement of creative and scholarly activities of faculty members
- Assisting in the creation of an environment that will facilitate teaching and learning
- Advising students and dealing with those aspects of student life directly related to the learning process
- Maintaining a concern for the general welfare of the faculty
- Use of MCAD's learning management system for all courses
- Participation in admissions events

Faculty Members contribute through participation in meetings of the academic departments, in the College Assembly, the Faculty Assembly, and the Faculty Senate; as members of committees or task forces established by the Faculty Senate, the VPAA or the President; and as representatives to the Board of Trustees and on the Academic Affairs Committee of the Board of Trustees, and various other College committees.

Participation by Faculty Members contributes to the governance of the College; however, the Board of Trustees maintains primary responsibility and final authority for the governance of the College.

4.4.1 Faculty Committee Service Guidelines

The College is committed to ensuring representation of all departments on various College committees as appropriate. All Faculty are expected to serve on committees, both standing and ad hoc. The Faculty Senate President has been given release time to serve on additional committees as needed. Faculty committee service is one way in which Faculty concerns are brought into the decision-making process of the College. Service on committees also provides Faculty Members with broader insights into the workings of the College. In their role as committee members, Faculty are responsible for acting as liaisons to other faculty and to their departments, soliciting input from and reporting committee business to their Faculty colleagues.

Committee assignments range from standing governance committees such as the Faculty Senate Review Committee to ad hoc assignments such as Faculty search committees. Each Faculty Member will meet with his or her department chair to discuss committee service for the academic year. Academic Cabinet will coordinate final decisions on committee service membership.

4.4.2 Faculty Representation to the Board of Trustees

The President of the Faculty Senate will be the faculty representative to the Board of Trustees.

In addition to the Faculty Senate President, other Faculty Members may be requested to serve as members on other committees and/or task forces established by the Board of Trustees. The President, in consultation with the VPAA and President of the Faculty Senate will select Faculty representatives to these positions.

Section 5. Faculty Search and Appointment Policies and Procedures

This section describes the approved policies and procedures of the Minneapolis College of Art and Design concerning the employment terms and conditions of the Faculty of the College. Authority to hire and retain Faculty Members is vested in the President.

The College gives notice of employment opportunities by appropriate publication and follows established procedures in the evaluation of applicants.

5.1 Employment Policy Statements

5.1.1 Equal Opportunity Employment

It is the policy of the Minneapolis College of Art and Design to provide equal employment opportunity. The College does not discriminate on the basis of race, color, creed, religion, ancestry, national origin, sex, sexual orientation, gender, gender identity, gender expression, perceived gender, familial status, disability, age, marital status, genetic information, status with regard to receipt of public assistance, membership or activity in a local commission or any other characteristic protected by law.

5.1.2 Statement Regarding Disabilities

A qualified disabled employee may be entitled to reasonable accommodation if necessary to enable the employee to perform the essential functions of their job, and such reasonable accommodation can be provided without undue hardship to MCAD. Employees requiring reasonable accommodation should contact the AVP of Human Resources.

MCAD does not unlawfully discriminate against qualified persons with physical and mental impairments that substantially limit one or more major life activities, as defined by the Americans with Disabilities Act.

5.2 Procedures for Filling Faculty Vacancies

This section describes the policy and procedures for filling Faculty vacancies at the College.

5.2.1 Department Faculty Search Committee

When seeking to fill a vacant ranked Faculty position, the department chair will form a search committee in consultation with the VPAA. This committee will be composed of three full-time ranked Faculty Members, two from the department for which the hire is being made and one from another of the academic departments. The department chair can count as one of the two full time Faculty Members from the area. The department chair will head the search committee unless otherwise determined by the VPAA. The committee will develop the position description for review and approval by the VPAA and the Human Resources Office.

The committee will work with the Academic Affairs Office to publicize the position widely according to the above policies of the College.

5.2.2 Responsibilities of the Search Committee Chair

The chair of the Department Faculty Search Committee is responsible for ensuring a smooth, timely and successful search process. To this end, the chair will:

- Establish a meeting schedule in consultation with members of the committee and the Academic Affairs Office.
- Issue an agenda prior to each meeting; chair each meeting and ensure that progress is made.
- Work with the Academic Affairs Office to correspond with candidates and applicants as appropriate, including notifying finalists of the results of the process; maintain confidential and complete applicant search files; summarize in writing the conclusions of the committee.
- Work with the Academic Affairs Office to collect search materials (described below) to be filed in the Human Resources Office.

5.2.3 Selection Process

Once the Department Faculty Search Committee is formed, it will undertake the following or similar steps to carry out its responsibilities. The Search Committee will:

- Prepare a position description, in consultation with the department faculty and VPAA, and identify a target date at which time the review of applications will begin.
- Through the Academic Affairs Office submit the Open Position Approval form to the Human Resources Office, including the position description.
- Work with the Academic Affairs Office to collect, log and secure all applications. The Search Committee Chair is responsible for keeping the department reasonably updated/informed of progress of the search.

- Determine which applications are to be considered and begin the initial review of applicant files.
- Select and rank candidates for review by the VPAA.
- The VPAA, in consultation with the Search Committee Chair, and the department chair if not the Search Committee Chair, will select the finalists to be brought to the College for interviews. Candidates will be provided a copy of the Faculty Handbook at this time.

The Search Committee will arrange and undertake interviews and, based on its deliberations, will make ranked recommendations of the candidates. The Search Committee Chair, and the department chair if not the Search Committee Chair, will discuss the rankings with the VPAA to determine the candidate to be offered the position.

- The Search Committee Chair, and other members of the committee as determined by the Search Committee Chair, will complete any necessary human resources forms, and work with the Academic Affairs Office to organize the applicant files, and return applicants' materials.
- The Academic Affairs Office working with the Search Committee will correspond in a timely manner with all applicants, advising them of changes in their status as appropriate.
- All applicant materials from the search as described below will be submitted to the Human Resources Office

5.2.4 Search Materials for Archive

Search materials to be submitted to the Human Resources Office should include the following:

- A copy of the position description.
- Copies of the position notification in the media, of sample letters to institutions or individuals publicizing the position and of any other method of advertisement.
- A summary of the number of inquiries and applicants received by the committee and of the number of applicants considered qualified by the committee.
- A list of candidates interviewed by the committee with required Human Resources paperwork filed out by candidates.
- Resumes of all semi-finalists and finalists.
- A copy of the letter of appointment.

These materials will be kept on file in the Human Resources Office for two years after the search has been completed. The Chair of the committee only with permission of the VPAA may review the search materials.

5.3 Initial Appointment as a Faculty Member at MCAD

5.3.1 Guidelines for Determining Rank in Appointment to Faculty Status

The VPAA, in consultation with the appropriate department chair, will determine the rank to be assigned to a new full-time or pro-rata part-time Faculty Member and make a recommendation to the President. This determination will be based upon a combination of criteria including education, professional accomplishments, teaching experience, college resources and comparability to other faculty. The VPAA will provide written notice of the decision to both the chair of the department and the individual involved.

5.3.2 Appointment Contracts

The VPAA will ensure that the terms and conditions of every appointment to the Faculty are stated in writing. After review by the Human Resources Office, the appointment contract

will be presented to the Faculty Member for signature. A copy of the signed appointment contract will be supplied to the Faculty Member and to the Human Resources Office.

Faculty at the College receive appointment contracts that may be renewable at the discretion of the College.

Section 6. Faculty Ranks and Evaluation Criteria

Faculty ranks and evaluation criteria for annual evaluation and promotion are described in this section.

6.1 The Ranked Faculty

A ranked Faculty Member is either a full-time or pro-rata Faculty Member of the College holding one of the following academic ranks: Assistant Professor, Associate Professor, Full Professor and Professor Emeritus. The academic ranks are described in Section 6.4.

6.1.1 Ranked Full-Time Faculty

A full-time faculty member with rank ordinarily has full-time teaching duties of 18 credits per academic year or has teaching and other duties as assigned by the department chair equivalent to a full-time teaching load. Full-time Faculty Members are evaluated annually throughout their employment by their department chair and receive a comprehensive performance review on the schedule described in Sections 7 and 8.

Although status as a ranked Faculty Member means that a person is qualified to teach in a department, it does not preclude another appointment within the College, in which case that person's performance and responsibilities would be accountable to an administrative unit as well as an academic department. The department within which their appointment originated evaluates faculty members who teach in two or more departments simultaneously.

6.1.2 Ranked Pro-Rata Faculty

Ranked pro-rata faculty are those faculty who teach less than full-time but at least 12 credits or equivalent per year and hold one of the faculty ranks described in Section 6.5. A faculty member who wishes to have a reduced teaching load may request ranked pro-rata faculty status. This request will be considered in consultation with the department chair and the VPAA. The ranked pro-rata faculty member:

- Is a full voting member of the faculty
- Has, on a pro-rata basis, responsibilities for advising, and service on committees
- Performs all other duties of full-time faculty members as detailed in this Handbook

6.2 Visiting Full-Time Faculty

The department chair and the VPAA select visiting faculty. Visiting faculty are engaged for varying lengths of time for a specific course or for a more limited period of time to work with students. Visiting faculty must meet the academic standards of the College, are appointed for a one-year term and can be appointed for not more than three one-year terms. Visiting faculty are expected to follow the College service requirements of full-time faculty for the duration of their employment; this may include committee obligations and advising. Time

spent as a visiting faculty does not count toward promotion in subsequent at rank faculty employment at MCAD; it may be counted for the initial ranked appointment designation.

6.3 Graduate Student Mentors

The College hires individuals to be mentors for the graduate program students. Mentors may be full-time faculty or adjunct faculty or may be hired by the College solely as mentors. All mentors are contracted by the Graduate Program to fulfill the duties of mentorship and are paid by a separate contract for those duties.

6.4 The Faculty Ranks

6.4.1 Assistant Professor

Faculty who are hired at the rank of Assistant Professor will have a minimum of three years' teaching experience or other equivalent professional experience. Appointments to the rank of Assistant Professor shall be made where there is potential for a promising career in higher education and successful overall performance in the three areas of responsibility: teaching, scholarship or creative work, and contributions to the academic life of the College. Criteria for evaluation may be found in Section 6.6.

The rank of Assistant Professor may be conferred at the time of hire only by approval of the VPAA.

Appointments to the rank of Assistant Professor (Year 1) are for two consecutive two-year appointments with annual reviews by the department chair and one review at year two by the Department Review Committee carrying with them the possibility of reappointment but no implication or guarantee of reappointment.

6.4.2 Associate Professor

Promotion to Associate Professor (Year 1) is made on the evidence of cumulative and ongoing achievements. In addition to a consistent level of professional competence, faculty members at the rank of Associate Professor must demonstrate noteworthy performance in the three areas: teaching, scholarship and creative work, and contributions to the academic life of the College. Faculty who are hired at the rank of Associate Professor (Year 1) will have teaching experience commensurate with and a record of artistic, scholarly, or professional activity commensurate to section 6.5.2 of the Faculty Handbook.

The rank of Associate Professor may be conferred at the time of hire only by approval of the VPAA.

Appointments to the rank of Associate Professor (Year 1) are for four-year appointments, with annual reviews by the department chair and four-year reviews by the Faculty Senate Review Committee, carrying with them the possibility of reappointment but no implication or guarantee of reappointment.

6.4.3 Full Professor

Promotion to Full Professor (Year 1) is made on the evidence of cumulative and ongoing achievements. In addition to a consistent level of professional competence, faculty members at the rank of Full Professor must demonstrate noteworthy performance in the three areas: teaching, scholarship and creative work, and contributions to the academic life of the College. Faculty who are hired at the rank of Full Professor (Year 1) will have

teaching experience commensurate with and a record of artistic, scholarly, or professional activity commensurate to section 6.5.2 of the Faculty Handbook.

The rank of Full Professor may be conferred at the time of hire only by approval of the VPAA.

Appointments to the rank of Full Professor (Year 1) are for five-year appointments with annual evaluations by the department chair and five-year reviews by the Faculty Senate Review Committee, carrying with them the possibility of reappointment but no implication or guarantee of reappointment.

6.4.4 Professor Emeritus

The rank of Professor Emeritus may be assigned to Associate Professors or Full Professors who have voluntarily limited or terminated their responsibilities as ranked faculty members due to retirement after 15 years or more academic years of distinguished service to the College. A Professor Emeritus is so designated and appointed by the Board of Trustees upon recommendation by the Faculty Senate, the VPAA and the President.

If a Faculty Member has not met the 15-year minimum of service to the College, an alternative proposal, outlining the Faculty Member's extraordinary service, may be brought forth by the Faculty Senate to the VPAA and President for approval for the consideration by the Board of Trustees.

A Faculty Member may be recommended for Professor Emeritus status by the Senate as soon as the announcement of their termination of responsibilities is made official.

No compensation accrues by virtue of this rank unless by separate agreement between the College and the individual. The Emeritus faculty member may be offered a part-time faculty contract by the VPAA to teach or fulfill other duties.

MCAD is committed to promoting close ties with Emeritus faculty members. To this end, a number of privileges are available to Emeritus faculty. After retirement, an Emeritus faculty member receives the following privileges:

- An Emeritus MCAD ID card.
- Emeritus MCAD business cards.
- Attend MCAD events open to regular faculty.
- Email or printed notice of major campus activities.
- Attend the meetings and other activities of their former departments, by invitation. (However, only those who have active faculty status by current appointment may vote in these meetings in accordance with the voting rights attendant to the status they hold.)
- Participate in MCAD's graduation and commencement exercises with appropriate academic dress if they so wish.
- Have use of the Library and check-out privileges.
- Upon approval of a submitted proposal have use of the 3D shop, the Print Shop, Service Bureau and the Media Center.

6.5 Criteria for Evaluation of Ranked Faculty

This section describes the criteria for evaluation of Ranked Faculty for the purposes of contract renewal and promotion. All appointments and retention and promotion of faculty are based on evaluation of the following three areas of responsibility: teaching effectiveness, scholarship or creative work, and contributions to the College.

The College recognizes and supports a range of faculty strengths, and Faculty Members will be evaluated on the balance of their performance across the three areas of responsibility. Faculty are expected to strive for excellence in teaching, to maintain an active involvement in the intellectual, scholarly and creative developments in their discipline, and to participate actively in the operations of the College.

6.5.1 Teaching Effectiveness

MCAD recognizes that effectiveness in teaching is one of the most important attributes of a Faculty Member given the core importance of this function in achieving the mission of the College. All faculty members are expected to strive for excellence in teaching.

Teaching effectiveness implies the following (not in order of priority):

- Teaching 18 credits per year or its equivalent as determined by the VPAA.
- Command of one's subject.
- Providing an accurate, clear and comprehensive syllabus for each course.
- Meeting classes on time, being available to students through office hours, submitting grades on time.
- Attention to safety and instruction in safe use of materials, if applicable.
- Ability to plan and execute a substantive, well-organized course.
- Ability to utilize effective teaching methods and strategies including effective communication and challenging, stimulating and motivating students.
- Knowledge of the relationship of one's discipline to the liberal and creative arts tradition.
- High quality in the work and creative projects of students.
- Effective use of assessment tools in evaluating students.
- Knowledge of current developments and pedagogy in one's discipline.
- Remaining abreast of new developments in education technology including the College's learning management system.
- Integrity, open-mindedness and objectivity in teaching.
- Timely response to official communications.

Class visits by the department chair, student evaluations, review of syllabi, faculty self-evaluation and other requested material will be used to determine excellence in teaching.

6.5.2 Scholarly and Creative Work

Effective teaching necessitates active involvement in the intellectual, scholarly and creative developments in a discipline as understood in contemporary practice. What is considered noteworthy scholarship may vary from discipline to discipline. Scholarly or creative activity includes, but is not limited to, the following (not in order of priority):

- Ongoing active inquiry or creative production in the area of one's discipline.
- Evidence of such scholarly or creative work through exhibition or publication of creative work or research.
- Active sharing of knowledge, skills, and abilities with the College and community.

- Other significant creative or scholarly accomplishments in consultation with the department.

As an Assistant Professor professional recognition at the local or regional level is the standard demonstration of noteworthy achievement in creative or scholarly work.

Examples may include:

- Ongoing active inquiry or creative production in the area of one's discipline.
- Local or regional exhibitions of work
- Participation in local or regional invitational or juried exhibitions including online venues.
- Significant publications.
- Significant community-based practice.
- Major creative commissions or client contracts.
- Significant grants or fellowships.
- Active sharing of knowledge, skills, and abilities with the College and community.
- Other significant creative or scholarly accomplishments.

As an Associate Professor professional recognition at the local and regional level is the standard demonstration of noteworthy achievement in creative or scholarly work.

Examples may include:

- Ongoing active inquiry or creative production in the area of one's discipline.
- Local and regional exhibitions of work.
- Participation in local and regional invitational or juried exhibitions including online venues.
- Significant publications.
- Significant community-based practice.
- Major creative commissions or client contracts.
- Significant grants or fellowships.
- Active sharing of knowledge, skills, and abilities with the College and community.
- Other significant creative or scholarly accomplishments.

As a Full Professor professional recognition at the regional and national level is the standard demonstration of noteworthy achievement in creative or scholarly work.

Examples may include:

- Ongoing active inquiry or creative production in the area of one's discipline.
- Local, regional and national exhibitions of work.
- Participation in local, regional and national invitational or juried exhibitions including online venues.
- Significant publications.
- Significant community-based practice.
- Major creative commissions or client contracts.
- Significant grants or fellowships.
- Active sharing of knowledge, skills, and abilities with the College and community.
- Other significant creative or scholarly accomplishments.

6.5.3 Contributions to the College

MCAD, as other colleges and universities, depends upon its Faculty for contributions outside the classroom to the academic and institutional life of the College. Therefore, a Faculty Member is expected to participate in the operations of the institution. Such participation includes, but is not necessarily limited to, participation in governance of the College and the advising of students.

Each Faculty Member shares responsibility for the College's operations and governance. This responsibility shall be exercised by (not in order of priority):

- Regularly attending and taking part in meetings of the department and the College Assembly.
- Being available for the work within one's department, for the Faculty Assembly, Faculty Senate, and College Assembly.
- Serving on various permanent and ad hoc committees.
- Providing essential support to the Admissions Office for recruiting efforts.
- Other significant service the College may deem worthy in consultation with the department.

Faculty are required to take part in major academic events such as commencement; to participate actively in the decision-making and curriculum development process; to attend special sessions of the Faculty called by the VPAA; to participate in the MCAD Faculty Biennial; and to cooperate in a collegial fashion with other faculty members and staff. While all members of the Faculty are primarily responsible to their own departments, they are also members of the larger collegial community and should, therefore, make an effort to work cooperatively with members of other departments and with College staff. This is particularly important in those curricular areas that increasingly require cross-disciplinary contributions to be most valuable for our students.

Participation in College affairs may also include the following (not in order of priority):

- Academic administrative service, serving as department chair or director of a program; service as a representative of the College to the regional, national or international art, design or scholarly community.
- Involvement in planning and/or participating in extra-curricular student activities; participation in curricular-related enrichment activities outside normal course offerings.
- Participation in college functions, such as exhibition openings, alumni events, receptions and lectures.

As an Assistant Professor noteworthy service to the College includes active involvement in the College.

As an Associate Professor noteworthy service to the College includes not only active involvement in the College but also contributions to the curriculum and programs of the College.

As a Full Professor noteworthy service to the College includes not only active involvement in the College but also leadership contributions to the curriculum and programs of the College.

6.6 Advising

Participation in advising students is a facet of College service. Ranked faculty members have an obligation to advise students effectively in their classes and in their departments. Visiting faculty may have an obligation to advise students as determined in consultation with their department chair and the VPAA. To ensure effective advising, Faculty Members are expected to have a thorough knowledge of advising materials and procedures and the other supporting services of the College such as Career Development. Good advising includes (not in order of priority):

- Being accessible to students during stated office hours, which are minimally required to be one hour per three-credits taught.
- Communicating with students via e-mail or other means in a timely manner.
- Assisting students with academic planning to ensure that they fulfill all requirements for their degree.
- Helping students select a course of study appropriate to their interests, abilities, and educational needs that will lead to timely graduation; assisting students in their careers in art and design through networking.
- Helping students with recommendation letters and other transitional assistance to employment upon graduation.
- Being familiar and comfortable with the online advising system.
- Attending pre-advising meetings.
- Attending Advising Day.

Section 7. The Evaluation and Review of Faculty Performance

This section describes the evaluation and review process of Faculty performance. As put forth in the College's statement of values (Section 1.3), MCAD is committed to excellence in every aspect of its work, especially in classrooms and studios.

7.1 Evaluation and Review Procedures

In addition to the annual performance evaluation by the department chair, Faculty Members receive formal reviews of their performance at the review sequences outlined in the Full-Time SEIU Collective Bargaining Agreement. These reviews are by committees of their peers. The specific committee that performs the review varies, as does the frequency of the review depending upon where the Faculty Member is in the promotion process. Evaluations and reviews have different purposes and operate on different though complementary schedules. These include:

- An annual evaluation by the department chair.
- Reviews by a Department Faculty Review Committee for the purpose of recommending the renewal of the Faculty Member's contract.
- Review by the Faculty Senate Review Committee for contract renewal and for promotion in rank.

7.1.1 The Annual Performance Evaluation

The annual evaluation of faculty performance by the department chair is an important element—for both the individual Faculty Member and the College—in ensuring excellent and high-quality performance. The annual evaluation is a means by which members of the

teaching Faculty obtain constructive and balanced information that will enable them to better fulfill their academic responsibilities.

Department chairs are expected to conduct an annual evaluation of the performance of each Faculty member assigned to their department using the following standards: teaching effectiveness, scholarly and creative work, and contributions to the College.

Annual evaluations are an opportunity for Faculty Members to identify strengths and weaknesses in their performance and to determine, with the chair, ways in which that performance can be improved. They also provide information for the less frequent committee reviews of performance associated with contract renewal *and* promotion in rank. In undertaking annual evaluations for Faculty department chairs may review documentation including but not limited to:

- Input from other departmental faculty and staff.
- Course materials and syllabi prepared by the faculty member.
- Student work and student evaluations.
- Faculty information form prepared by the faculty member.
- Sabbatical plans and follow-up report
- Annual goal-setting
- Assessments of student learning outcomes

In addition, Chairs will make classroom visits each year to observe and evaluate faculty teaching performance.

Faculty will use the Faculty Information Form provided by the College, noting all activities that are part of the evaluation criteria. While a dossier is not required for annual evaluations, the department chair, as part of the annual evaluation process, will take into account any supporting material that a Faculty Member chooses to submit.

Department Chairs are expected to conduct individual conferences annually with each Faculty Member assigned to their department as part of the evaluation. They will prepare a written summary of their evaluation, giving a signed copy to the Faculty Member, and when the process is complete, submit copies signed by the faculty member and themselves to the VPAA.

Faculty wishing to dispute a Department Chair evaluation must submit a letter describing the specific aspects of the evaluation with which they disagree. The letter shall be submitted to the Department Chair and the VPAA within two weeks of the signing of the Department Chair evaluation. The letter will be kept on file with the relevant Department Chair evaluation and will be included in the materials provided to the Faculty Senate Review committee for promotion and contract renewal reviews.

All material related to annual performance evaluations are kept on file in the office of the VPAA while active and are made available to the appropriate committee when the Faculty Member is undergoing a formal review for promotion or contract renewal. The materials will be stored in the College archive when no longer active.

7.1.2 Departmental Performance Review: Year Two of Initial Appointment

Each department chair appoints a Department Faculty Review Committee at the beginning of each academic year. The committee will consist of the chair and two ranked Faculty

Members of the department appointed by the chair with consideration for appropriate workload and rotation of those Faculty Members. Dossiers are due to the Academic Affairs office from the candidate by January 15. If January 15 falls on a weekend, dossiers will be due the following Monday. The work of the committee must be completed by January 31 of spring semester.

Documentation assembled by the Faculty Member must include:

- Current CV
- Updated Faculty Information Form (FIF)
- Example(s) of professional/creative practice, scholarship
- Student work samples for faculty in Arts Entrepreneurship, Design, Fine Arts, Media Arts

Documentation provided by Academic Affairs/Chair:

- Course Evaluations provided by Academic Affairs
- Teaching observation notes provided by Chairs

The committee will make a judgment on the quality of performance of the Faculty Member based on the criteria for performance evaluation (teaching effectiveness, scholarly and creative work, and contributions to the College). The chair will forward a recommendation for renewal or non-renewal of the contract to the VPAA, who will make the final decision regarding renewal.

7.1.3 Performance Review: Year Four and Beyond

The review of a Faculty Member for the purpose of recommending that Faculty Member's promotion in academic rank from Assistant Professor to Associate Professor, contract renewal for Associate Professor, or promotion from Associate Professor to Full Professor, and all subsequent contract renewal reviews are assigned to the Faculty Senate Review Committee.

7.1.3.1 Faculty Senate Review Committee

The Faculty Senate Review Committee is a peer review committee which recommends candidates for contract renewal and promotion for ranked Faculty. The Faculty Senate Review Committee is composed of five full-time Faculty Members selected by the Faculty Senate, in consultation with the Department Chair, who are at the rank of Associate Professor or Full Professor, and represent at least three of the academic departments. At least one member of the Faculty Senate Review Committee will come from the same department as the candidate(s) to be reviewed. The chair of the committee will be elected from among the committee members by the members of the Faculty Senate Review Committee.

Members serve two-year terms that are staggered to ensure continuity. When a vacancy occurs, the ranked Faculty Members of the appropriate department elect, in consultation with the committee chair, a faculty person from its ranks to serve on the committee. Faculty Members who will be considered for promotion will not serve on this committee in the year in which they are to be considered unless there are more than five faculty up for review. In this case, two Faculty Senate Review Committees will be formed and ranked Faculty Members to be reviewed can serve on the committee not reviewing their dossiers.

After reviewing materials, the committee members meet and take a vote on whether to recommend promotion/contract renewal or not. The committee will forward its recommendation letter for each Faculty Member up for review to the Academic Affairs office by November 15.

7.1.3.2 The Peer Review Council

The Peer Review Council participates in the contract renewal and promotion for ranked Faculty when necessary. The Peer Review Council is comprised of the Chair of the Faculty Senate Review Committee, the Chair or Program Director of the department in which the Faculty under review is assigned, one (1) additional Chair or Program Director selected by the applicant's Chair or Program Director, and one (1) additional Faculty Member selected by the President of the Faculty Senate at the Rank of Associate Professor or Professor who does not serve on the Faculty Senate Review Committee. The additional Faculty Member serves as the Chair of the Peer Review Council.

After receiving the Faculty Senate Review Committee's written recommendation regarding the candidate by November 15, the Peer Review Council will review the Faculty Member's dossier and other relevant written materials including student evaluations, Department Chair annual evaluations, and faculty input letters.

By December 7, the Peer Review Council will forward its recommendation and the recommendation of the Faculty Senate Review Committee to the Vice President of Academic Affairs for review and final decision.

7.2 Postponement of Promotion/Contract Renewal Reviews ("Stopping the Clock")

In the event of a medical or family leave, the VPAA may, with sole discretion, postpone a Faculty Member's promotion/contract renewal review ("stop the clock"). In consultation with their Department Chair, a Faculty Member may apply for such a postponement by submitting a written request to the VPAA describing the extraordinary circumstances that prevent him/her from completing the requirements for promotion or contract renewal. If a postponement is granted, the Faculty Member will receive a Letter of Contract Extension (at their current rank and salary) for the period of one year. The Faculty Member's review will be postponed for one year from the date originally scheduled, and their promotion timeline will be delayed for one year. Sabbatical timing may also be affected.

Section 8. Placement and Promotion of Faculty Members through the Academic Ranks

This section describes the processes that result in decisions regarding the renewal of the Faculty Member's contract and promotion in academic rank, depending upon the year of service. All Faculty Members at MCAD proceed through a schedule of reviews and promotion procedures.

The Academic Affairs Office will notify Faculty of their eligibility for promotion and/or contract renewal by January 15 of the academic year before the academic year in which they are applying for promotion and/or contract renewal. This notification should be at least 8 months in advance of the due date of dossier materials. Applicants are responsible for preparing a dossier and submitting completed documentation to the Academic Affairs Office. Dossiers for contract renewal and promotion are due by September 15 of the

academic year the faculty review will occur. If September 15 falls on a weekend, dossiers will be due the following Monday.

At the beginning of each spring semester the Academic Affairs Office will conduct a meeting to provide clarification of dossier preparation for promotion and contract renewal candidates. The VPAA, the Faculty Senate President, and a representative from the previous year's Faculty Senate Review Committee will attend this meeting. The Academic Affairs Office will notify the chair of the Faculty Senate Review Committee which Faculty Members are eligible for contract renewal and promotion. The committee initiates the promotion review and recommendation procedures.

The Academic Affairs Office will work with the Faculty Senate Review Committee to review dossiers to see if they are complete prior to the Committee review of candidates. The Academic Affairs Office will furnish the Faculty Senate Review Committee with student evaluations and Department Chair annual evaluations for each Faculty Member being reviewed for contract renewal and/or promotion. The Academic Affairs Office will provide a suitable location for review of these materials by Committee members, including computer access.

Documentation assembled by the nominee/applicant must include:

- Examples of student work.
- Copies of syllabi for each course taught.
- Statement of teaching philosophy and goals.
- Current curriculum vitae.
- Examples of creative and/or scholarly work.
- Summary of service to the College.
- Summary of professional activities and accomplishments.
- Approved sabbatical plans and follow-up report

Dossiers may contain material documenting ongoing or continuing activity done prior to a faculty member's previous contract renewal or promotion review. However, the Faculty Senate Review Committee will focus their evaluation on work done during the period since a faculty member's previous contract renewal or promotion review.

Any questions regarding the materials to be submitted should be addressed with the Faculty Senate Review Committee. Documentation materials are submitted to the Academic Affairs Office, where they are made available to the Faculty Senate Review Committee.

Faculty Members being reviewed for contract renewal will be evaluated on the basis of the dossier and other written materials as described above, including student evaluations and Department Chair annual evaluations. If necessary, the Faculty Senate Review Committee may elect to meet with a Faculty Member being reviewed for contract renewal to ask specific questions about their dossier or performance evaluations.

For Faculty Members being reviewed for promotion, the Faculty Senate Review Committee will conduct classroom visits. In addition, Faculty applying for promotion will make an oral presentation to the Faculty Senate Review Committee. Faculty presentations should address the three areas of responsibility: teaching effectiveness, scholarship or creative

work, and contributions to the College. The exact format and content of the presentations are determined by the faculty member being reviewed.

The chair of the Faculty Senate Review Committee will request written input from Faculty colleagues of the applicants. The committee must keep all comments confidential and they will be stored by the Academic Affairs Office for up to two years after the Faculty Member is no longer an employee of the College. The chair convenes a meeting of the committee to establish the review process, including the scheduling of classroom visits and presentations by faculty for promotion reviews. The work of the committee must be completed by November 15 of fall semester.

Section 9. Procedures Relating to Reappointment or Non-Reappointment

9.1 Notice of Reappointment or Non-Reappointment

Written notice that an appointment contract will not be renewed will be given to the Faculty Member in advance of the expiration of the appointment within the following deadlines:

- For Faculty in the second year of service: no later than the second week of May of the first academic year of service; or, if a one-year appointment contract terminates during an academic year, at least one month in advance of its termination.
- For Faculty in second two-year appointment contract: no later than the beginning of spring semester of the academic year of the reappointment.
- For Faculty with four- or five-year appointment contracts: at least one semester before the expiration of a contract and no later than December 15.

The College will adhere to the above deadlines. However, if in unusual circumstances it is not possible to do so, such circumstances and the new date of notification will be indicated in writing to the individual faculty member(s) no later than the dates indicated above.

9.2 Communication of Decision Not to Reappointment

When a decision is made by the VPAA not to renew an appointment, the VPAA will inform the Faculty Member of the decision in writing. If the Faculty Member who has been notified of non-appointment so requests, the department chair will discuss with him or her the reasons that contributed to the decision. If the Faculty Member so requests the reasons given for the non-reappointment will be given at a meeting with the VPAA.

Section 10. Terminations Outside the Faculty Review and Contract Renewal Process

10.1 Procedures

In the event that a financial emergency due to significant loss of revenue, loss of use of facilities or other change of business conditions with financial consequences, has been formally declared by the Board of Trustees and immediate action to address the financial situation of the College is necessary, the Academic Cabinet and the VPAA may advise the President to suspend the issuance of all new and renewed appointment contracts until June 30. The College will also serve notice to all ranked Faculty of the potential for non-renewal of appointment contracts, pending a final decision on the gravity of the financial emergency. If so, a serious effort for up to one year will be made by the VPAA to assist such Faculty Members to find employment either at MCAD or elsewhere.

If circumstances allow, all Faculty will receive one year's notice of termination. Other Faculty will complete the current academic term in progress on the date of the declaration of a financial emergency by the Board of Trustees.

In addition to a financial emergency, the College may undertake major changes in the curricular requirements, academic programs, or the structure of departments as a whole or in part due to changing educational needs of the College. The result of these changes may necessitate a reduction or redistribution of faculty that may result in the termination of ranked Faculty Members. If so, a serious effort for up to one year will be made by the VPAA to assist such Faculty Members to find employment either at MCAD or elsewhere. Every effort will be made to retain Faculty with a five-year contract.

If a Faculty Member is terminated for reasons of financial emergency, major changes in the curricular requirements of academic programs in whole or in part, or restructuring or reorganization, no ranked faculty replacement for his or her position will be hired within a period of one year unless the terminated Faculty Member has been offered reappointment under conditions comparable to those held at the time of termination, and until the Faculty Member has been given at least one month after written notice of the offer of reappointment to accept the appointment.

Faculty Members are responsible for keeping the Human Resources Office informed of current addresses for the purpose of this section, and notice sent to the address by the College shall be presumed received if sent by certified mail, postage prepaid.

10.2 Order of Termination Due to Financial Emergency

Which specific ranked Faculty Member(s) are to be terminated will be determined by the VPAA, in consultation with department chairs, the Academic Cabinet and the Faculty Senate. In determining the order of the termination of Faculty, the VPAA shall safeguard the academic quality and program integrity of the College and ensure that continuity in the curriculum is maintained. He or she shall provide the Faculty Senate and Academic Cabinet with official documentation regarding potentially affected Faculty Members including rank, degrees, seniority, credit hours taught and class enrollments. Those ranked Faculty Members who are potentially affected will also be notified of their status by the VPAA. Every effort will be made to retain ranked Faculty.

Prior to involuntary dismissal, the following potential opportunities will be explored and, if feasible, offered to the affected ranked Faculty Members: voluntarily reduced salary and/or workload for all members of each affected department; voluntary and/or phased retirements; placement of ranked Faculty Members in suitable and available non-teaching positions within the College.

10.3 Order of Termination Due to Elimination of a Department

If the College determines it needs to eliminate a department for financial or other reasons, the same procedures and order of termination will be used as for financial emergencies.

Section 11. Faculty Development and Sabbaticals

11.1 Faculty Development

All Faculty Members should be actively engaged in advancing their own academic and professional interests as a condition of their appointment and continuation as members of the Faculty.

Faculty Members are responsible for keeping abreast with both the scholarship and the pedagogy of their field(s) and related areas. Faculty Members' continuous growth and development helps sustain their vitality and should be apparent in the content and quality of their teaching and scholarship. Moreover, Faculty who are aware of new developments in their area are better able to assist their colleagues in curriculum development and improvement.

The principal obligation to recommend and guide Faculty development plans and programs belongs to the VPAA in consultation with the chair of each department, individually and acting as the Academic Cabinet. In addition, the College may aid faculty in their own pursuits through funds set aside in the departments or Faculty Senate.

Faculty development activities may include:

- publications
- exhibitions
- professional lectures
- visiting artist engagements
- awards
- grants
- research
- consulting
- travel
- leaves of absence
- sabbaticals
- participating conferences, institutes and professional organizations
- other such activities as may be reasonably expected to assist faculty growth and development

11.2 Sabbaticals

The College recognizes that extended periods of study and professional activity are crucial to the continuing professional vitality of Faculty. To this end, the College supports a generous sabbatical program for all Faculty Members. All Faculty, including pro-rata faculty members with ranked status, normally apply for sabbaticals in the fall of their sixth year of teaching and to be taken in the seventh year. Sabbatical for a full year (or two semesters) within the same academic year (fall through spring) is at 75 percent of salary, sabbatical for a full year that straddles two academic years (spring through fall, or two consecutive fall or spring semesters) is at 87.5% of salary, whereas a one-semester sabbatical is at 100 percent of salary for both full-time and pro-rata Faculty.

For pro-rata faculty the salary is based on the average salary over the four-year period prior to sabbatical, unless the Faculty Member has been on a pro-rata contract for the full 6 years prior to their sabbatical. The teaching load of pro-rata Faculty taking a sabbatical after six years is the equivalent to the teaching load of full-time Faculty after 4 years. Pro-rata faculty members who wish to receive 75 percent of a full salary may defer their sabbatical until after teaching the equivalent of thirty-six 3-credit classes. This is the equivalent of 6 years of teaching at full-time status.

The time-span of sabbaticals and their start dates may be modified to ensure the smooth operation of any department. If a sabbatical needs to be deferred by the college, the deferral will not affect the timing of consideration for subsequent sabbaticals. The extra time accrued is counted from when the faculty member is owed a sabbatical, so sabbatical stays on schedule.

If a Faculty Member requests the sabbatical be deferred and if mutually agreed with by the department chair and VPAA, the time accrued to their next sabbatical begins at the end of that sabbatical semester or year. Generally faculty should avoid requesting a deferral once a sabbatical application has been approved. Sabbaticals require planning on the part of both Faculty Members and the College. Budgets that take into account sabbaticals and hiring faculty to cover the teaching load of faculty on sabbatical must be prepared well in advance of the start date of the sabbatical. Deferral of an approved sabbatical may not be agreed to by the department chair and VPAA if the deferral causes undue hardship on the Academic Affairs office.

The Faculty Member will create a sabbatical plan in consultation with his or her chair, which is then submitted to the Academic Cabinet for review. Department chairs may be asked to assist faculty with sabbatical applications. Requests from the Academic Cabinet for revisions or modifications to a Faculty Member's sabbatical plan should be communicated to the faculty member in writing. Sabbaticals may be taken in one academic year or split over two academic years based on consultation with the department chair.

The Academic Cabinet will make a recommendation for or against awarding a sabbatical based on its assessment of the merits of the plan in terms of the Faculty Member's career goals, ability to complete the plan and benefit to the College. After Academic Cabinet approves the sabbatical application, the VPAA, who has authority for approval, will review the document and notify the Faculty Member if he or she has or has not been approved and forwards the recommendation to the President for final approval.

At the conclusion of each sabbatical, the Faculty Member is required to participate in a College exhibit or display and provide a lecture open to the College community on the outcomes of his or her sabbatical year. In addition, Faculty will submit a 1-page follow-up report to the department chair outlining the accomplishments of the sabbatical and explain any variances from the approved sabbatical plan. The follow-up report is due at the time of the College sabbatical exhibition. This report is to be included in their personnel files.

Other leaves including those for professional advancement will require approval from the VPAA. A broader set of circumstances for which leaves of absence that may be requested are covered in the Faculty Administrative Handbook under Personal Leave (Without Pay). Personal leave time does not accrue towards sabbaticals.

11.3 Sabbatical Application Guidelines

Sabbatical candidates must complete a sabbatical application from obtained from the office of the VPAA.

Sabbatical proposals should be approximately two pages long and should include the following items:

- A detailed description of the course of activity
- An updated curricula vitae or resume

- A description of how this proposed course of activity improves the faculty member's teaching or professional skills, and makes a significant contribution to the College community.

- A sabbatical exhibition and/or lecture is required. Please also describe how you anticipate that sabbatical accomplishments will be shared with the larger community i.e. publications, exhibitions, projects etc. Please be as specific as possible.

Section 12: Faculty Initiated Changes to the Faculty Handbook

12.1 Substantive Changes to the Handbook

Substantive changes to the Handbook proposed by the Faculty and moved forward by following the voting procedures as outlined in the By Laws of the Faculty Assembly will first be introduced to the Faculty Senate. The Faculty Senate will determine whether to forward such proposals to the VPAA and the President. The VPAA and the President will determine whether such proposals will be discussed with the Academic Affairs Committee of the Board of Trustees. It is within MCAD's sole discretion whether such proposals will be included in the Faculty Handbook.

12.2 Non-Substantive Wording Changes

Simple wording changes to the Handbook may be made by endorsement of the Faculty Senate and the VPAA.