

# **Carlos Albizu University**

## ***Faculty Handbook***

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## List of Acronyms

AB	Institutional Academic Board
BOARD	Board of Trustees
Handbook	Faculty Handbook
the University	Carlos Albizu University
FEC	Faculty Evaluation Committee

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## Preamble

This Faculty Handbook (hereinafter, *Handbook*) is designed to provide an overview of basic institutional policies of concern to the Faculty. It is not designed as a comprehensive resource Handbook, but should be considered a supplement to the Catalog of Carlos Albizu University (hereinafter, the *University*, or the *Institution*) and other official publications. If any provision of this Handbook results in contradictory language with an applicable law or regulation or a specific policy approved by the Board of Trustees the law, regulation, or provision will rule. Any such contradiction, however, will not invalidate the rest of the Handbook.

This Handbook is applicable to Faculty members of the Miami and the San Juan Campuses and its additional location, Mayaguez University Center of the University, as well as to institutional units that may be added in the future. If the policies incorporated in this Handbook refer to documents or are based on statutes specific to the jurisdiction of Puerto Rico or Florida, respectively, such policies shall apply only to the Campus located in that jurisdiction.

Since no handbook can anticipate all circumstances and questions about the policies established, the University reserves the right to interpret, change, or rescind any policy or section within this Handbook at any time and at its sole discretion. In the event of a change or rescission, academic employees will be notified in writing. Copies of this Handbook will be available to each academic employee for their exclusive use and reference.

## SCOPE

This Handbook will apply to every faculty member of the University, and it will prevail over any other handbook, norms, procedures and customs in effect at the time of approval.

## **Part I Institutional Profile, Historical Context, Governance, and Organization**

### **1.1 HISTORY**

The origin of the University dates back to the year 1966, when the Puerto Rico Institute of Psychology was founded with the specific objective of offering a Master of Science Degree in Clinical Psychology.

Upon completion of professional studies outside of Puerto Rico, returning mental health professionals had to adapt their training to socio-cultural realities in Puerto Rico. The Puerto Rico Institute of Psychology was established in response to the need for culturally sensitive professional training. The San Juan Campus continues in this tradition, and today, it is an educational institution with programs of study and research founded, both in theory and practice, on Puerto Rico's multicultural heritage.

The Institution responded to the need in the continental USA for graduate psychology programs sensitive to cultural and ethnic issues with the establishment of the Miami Campus in 1980.

In January 2015, the University expanded its footprint, opening the Mayaguez University Center, affiliated to the San Juan Campus. Through the programs at its two campuses and its university center, the University provides professional training that is relevant and responsive to the mental health needs of the communities served and to the needs for culturally-sensitive research.

### **1.2 MISSION AND VALUES**

#### **MISSION**

The University is an institution of higher education dedicated to academic excellence and research from a pluralistic and multidimensional perspective. We educate students to be able to serve a highly complex and diverse society with sensitivity towards those most in need. We contribute to the improvement of the quality of life in our communities by training professionals with multicultural competencies. We distinguish ourselves through an

educational philosophy based on a commitment to social responsibility which is characteristic of all our programs and services.

## VALUES

At Carlos Albizu University:

- We are convinced that “Love reaches beyond knowledge”
- We strive for excellence in academic programs and services
- We develop integral and humanistic qualities in our students as our essence
- We have a deep respect for diversity
- We are committed to social responsibility
- We update and integrate knowledge using technology
- We insist on ethical behavior at all organizational levels
- We are committed to the development of our human resources
- We practice openness to the participation of the academic community
- We insist on operational transparency and administrative efficiency

## 1.3 GOALS

The faculty and administration of the University are genuinely committed to the welfare of our students, dedicated to the formation of outstanding professionals with enthusiasm for their vocation and contributing significantly to our educational environment. The basic principles of the University are that education should:

1. Promote the development of human potential.
2. Promote the integration of knowledge, positive values, and human behavior
3. Promote academic excellence, reflective thinking, critical analysis, creative capacity, and the willingness to act
4. Incorporate historical, social, economic, and political perspectives as its base
5. Promote respect and sensitivity toward different ethnicities and cultures
6. Promote leadership skills and training in scientific and professional matters
7. Promote social conscience, responsible participation in social and economic affairs, and be able to lead in conflicts and stressful life events in a rational and informed manner
8. Ensure that scientific and professional efforts are directed towards the benefit of the individual and the community

9. Promote understanding and efforts toward cooperation between and among diverse individuals, communities, organizations, and social groups.
10. Promote the acquisition of more than one language and exposure to various cultural traditions.
11. Promote a life-long search for knowledge and keep up to date concerning the requirements and new trends in the professions represented by our disciplines of study.

#### 1.4 LOGO

The official logo of Carlos Albizu University has three triangles encapsulating a humanized Psi symbol. **The triangles** are the symbol of perfection and the spiritual dimension of the human being. They represent the trinity of principles – Faith, Hope, and Charity with the latter representing the purest expression of love. **The humanized Psi symbol** represents the belief that the science of psychology should serve humanity. There are official logo versions in Spanish and in English.



The Corporate Identity Seal of the Carlos Albizu University is the official graphic emblem featuring a circular exterior band with an inscription in Latin on the outside that reads UNIVERSITATIS CARLOS ALBIZU. The inside circle displays the Latin words that read EXCELLENTIA, INVESTIGATIO, DIVERSITAS (Excellence, Investigation, and Diversity – the words which guide our institutional mission and vision).



The blue color integrated in our Corporate Identity Seal represents authority and the location of the Institution's headquarters, the island of Puerto Rico, surrounded by sea.

## **1.5 ACCREDITATION AND LICENSING**

The University is accredited by the Middle States Commission of Higher Education (MSCHE) 3624 Market Street, 2nd Floor West, Philadelphia, PA 19104 and licensed in Puerto Rico by the Council of Education of Puerto Rico and in Florida by the Commission for Independent Education. The Doctoral Programs in Clinical Psychology at both campuses are accredited by the American Psychological Association (APA), 750 First St. NE, Washington, DC 20002-4242, since 1994 in San Juan and 1991 in Miami. The Master of Science education program in Speech-Language Pathology at Carlos Albizu University is accredited by the Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) of the American Speech-Language-Hearing Association, 2200 Research Boulevard #310, Rockville, Maryland 20850, 800-498-2071 or 301-296-5700. Therefore, Carlos Albizu University's doctoral programs in psychology (Ph.D. and Psy.D.) were the first programs in Puerto Rico to achieve accreditation by APA.

## **1.6 GOVERNANCE MODEL**

The University was founded in 1966 by university professors in Puerto Rico who established a philosophy of governance whereby all members of the institutional community have the opportunity to participate in the process of determining institutional priorities and direction. This is evidenced by the clear definition of roles and responsibilities of the institutional constituencies, including Faculty, Faculty committees, and administrative personnel.

It has developed a system of governance appropriate for its particular circumstances and historical and legal environment as a private, non-profit institution. The University seeks to ensure protection of the legal and professional rights and responsibilities of its Faculty, including both Core and Adjunct Faculty. Through meetings and committee participation, the Faculty participates in the development and discussion of governance issues that have direct impact on the Faculty and academic training.

The governance model of the University consists of integrated roles in which professional norms, standards, and academic concerns permeate all aspects of administration and training. This is facilitated by the role that the Faculty at the University exercises as Faculty/Administrators, Faculty/Supervisors, professionals, and researchers.

## **1.7 BOARD OF TRUSTEES**

The Board of Trustees (BOARD) is composed of community leaders, experienced business people, and professionals in various fields. The President of the Board is elected from among the Members of the Board.

The BOARD's central responsibilities are: setting policy, raising funds, verifying that the University is managed in accordance with the highest possible academic, administrative, fiscal, and corporate governance practices according to the evaluation and recommendation of its committees. The six standing committees, in strict alphabetical order are:

- Executive Committee
- Academic and Student Affairs Committee
- Audit, Compliance and Institutional Integrity Committee
- Capital Development and Institutional Advancement Committee
- Finance, Investments, Compensation and Planning Committee
- Nominations and Governance Committee

The President of the Institution is the Chief Executive Officer (CEO) and is selected by the BOARD. The President is an ex officio member of the BOARD and participates at the BOARD meetings, but has no vote. The President and the BOARD meet regularly to discuss a variety of academic and administrative matters.

## **1.8 OFFICE OF THE PRESIDENT AND THE UNIVERSITY COUNCIL**

### **THE PRESIDENT**

The President is responsible to the BOARD for directing institutional efforts and the utilization of its resources to achieve the established Mission, the implementation of its Institutional Strategic Plan, and the management of its personnel resources and fiscal affairs. The President is also responsible for representing the University to its different constituencies, providing advice to the BOARD in policy development, and leading the financial strengthening of the Institution, including fundraising and the procurement of financial support for academic programs and new initiatives. The Office of the President develops a cohesive working relationship by promoting and facilitating continuous participation and feedback from all the University constituencies.

The President is responsible for promoting institutional vision, providing leadership in the development and implementation of institutional plans, and he/she is the official representative of the University. The President delegates policy development and the monitoring of implementation of the institutional plans to an executive team. The President makes final decisions on budgetary matters, inter-institutional agreements, and new projects. The President's approval is needed regarding all institutional contracts, major policies, and handbooks.

Several of the duties and responsibilities associated with the President's Office include the full executive responsibility for the operation and management of its Campuses. The President is responsible for establishing goals and objectives of the University. The President may adopt new or review administrative policies and procedures on his or her own initiative or on the recommendation of the administrative staff. This may be done without prior approval of the BOARD, provided that these changes do not conflict with current by-laws and policies established by the BOARD.

#### UNIVERSITY COUNCIL

The University Council advises the President of the University in matters of educational policy, administrative matters and service, general planning, budgetary priorities, and the establishment of policies and procedures which affect the academic as well as the non-academic personnel and the student body. All this must be consistent with the Corporate By-Laws of the Institution and the Rules and Regulations approved by the BOARD.

The University Council is comprised by the President, who presides over the Council, the Provosts, and executive members of the institution and of the campuses.

#### INSTITUTIONAL ACADEMIC BOARD

The Institutional Academic Board (AB) is made up of nine members. As an institutional body representative of all university sectors, the Director of Institutional Research, Evaluation and Assessment chairs the AB. The members are two directors of academic programs (one per campus and selected by the Provost), two representatives of the faculty (one from each Campus, elected by the Faculty), and two students (one from each Campus, elected by the students). The Faculty and students elect an alternate representative in each Campus, who

will represent them in the absence of the primary elected representative. The President and the Provosts are ex officio members of the AB with voice, but no vote.

This is the official forum of the academic community, and it serves as an advisory group to the University's administration. The AB participates in the institutional processes, studying, and evaluating the establishment of Academic Standards of the University in its teaching, research, and service programs. The AB establishes a direct link between the Faculty and the community and is the front-line of discussion and analysis of the issues which come up in the Institution with the purpose of assisting, improving, and promoting the fulfillment of the institutional goals and formulating recommendations to the Provosts and the President.

## **1.9 UNIVERSITY ADMINISTRATIVE STRUCTURE**

The University has one central level which includes the President, the Provosts, as well as the Director of Institutional Research, Evaluation & Assessment, the Director of Planning, the Executive Director of Finance and Administration, the Executive Director of Human Resources, the Executive Director of Recruitment, Director of Marketing, Director of Communications, Coordinator for Public Relations & Alumni, and the Compliance Officer. The Provosts represent their Campuses at the central level that includes the Deans of Students, Admissions and the Directors of the academic programs.

### **1.9.1 ACADEMIC AND STUDENT AFFAIRS**

#### **1.9.1.1 PROVOST**

The Provost serves as the Chief Academic Officer of a campus. The Provost holds a position of trust and is, therefore, directly responsible to the President. The Provost oversees the academic programs, organizational and operational functions of the Campus, the assessment of outcomes, and the development of new initiatives. The Provost formulates plans for and directs the administration of his/her respective campus within the authority delegated by the President. There is a Provost for Puerto Rico Campus who is responsible for the academic matters related to the San Juan Campus and its additional location, the Mayaguez University Center. There is a Provost for the United States who is based in the Miami, Florida Campus.



The Provost reports to the President and advises and collaborates with the President in all matters of academic planning and curricular development, institutional research, evaluation and assessment, the development of academic policies, student affairs, the establishment of academic alliances and consortia, and the monitoring and evaluation of the professional excellence of the Faculty.

#### **1.9.1.2 DIRECTOR OF PLANNING AND STUDENT AFFAIRS**

This position includes the responsibility for the institutional strategic planning of academic and student affairs. The Director of Academic Planning reports to the President, advises the Provosts and other academic officers of the University system in all matters pertaining to academic planning and students affairs.

#### **1.9.1.3 DIRECTOR FOR INSTITUTIONAL RESEARCH, EVALUATION, AND ASSESSMENT**

The person who holds this position reports to the President, advises the Provosts and other academic officers of the University system in matters pertaining to the planning, direction, articulation, and conduct of institution-wide research and assessment studies necessary for the development and preparation of the University's Strategic Plan, and the normative documents. This Director leads and coordinates the collection and analysis of data, and submission of applicable information to the institutional licensing and accrediting agencies.

#### **1.9.2 EXECUTIVE DIRECTOR OF FINANCE AND ADMINISTRATION**

The Executive Director of Finance and Administration is under the direct supervision of the President and is responsible for the Institution's administrative and financial matters. The Executive Director also develops, recommends, and implements the administrative and fiscal policy of the Institution, ensuring that they are in line with internal/external regulations and the goals established by the BOARD and the President of the University.

### **1.9.3. EXECUTIVE DIRECTOR OF HUMAN RESOURCES**

The Executive Director of Human Resources is under the direct supervision of the President and develops and directs the implementation of strategies, policies, guidelines, and procedures for the administration and development of human resources.

## **1.10 ACADEMIC GOVERNANCE POLICY**

### **1.10.1. FACULTY PARTICIPATION IN ACADEMIC GOVERNANCE**

The Faculty participates in governance through academic committees and the AB. It also contributes to a wide range of issues related to academic and educational policy and provides recommendations for the proposing, implementing, and modifying of Campus governance. The Faculty provides input to the University Administration to fulfill the achievement of the Mission. The Faculty actively participates in all matters that relate to professional associations, accreditation, governmental, and licensing bodies.

The Faculty is integrated in the Academic Governance through the representation in the AB and the participation in the following committees:

- Executive
- Library
- Faculty Development
- Curriculum
- Assessment
- Safety
- Institutional Review Board (IRB)
- Ad-Hoc Committees

The Provosts engage the Faculty in the governance and decision-making process at their respective Campus level through monthly meetings, extraordinary meetings and, when necessary, through the designation of ad-hoc committees to deal with impending matters. Section 1.10.6. of this Handbook outlines the roles and functions of the aforementioned committees.

The role of the Faculty is to encourage a climate conducive to excellence in teaching, training and learning within a framework of academic freedom, professional responsibility, high ethical standards, and cultural sensitivity to issues of diversity. The Faculty may consider any issue germane to the interests of the University and submit recommendations through appropriate channels, as established by institutional policies and procedures. Faculty and administrators work closely together in the search of essential data to support their recommendations, proposals, and decisions, taking into account available institutional resources.

The role of the Faculty is very important in the decision-making process and the establishment of institutional policies for academic affairs. Faculty recommendations are taken into consideration in decision-making at higher administrative levels. While all institutional policies and procedures are ultimately within the realm of authority and responsibility of the BOARD, the institutional goals and procedures defined by the Faculty and administration are guided by the commonly shared ideologies established in the Mission, the Middle States Commission on Higher Education, the licensing agency requirements (i.e., Commission on Independent Education in Florida and the Council on Higher Education in Puerto Rico, respectively), resolutions of professional associations impacting educational training and their subsequent licensing/certification, regional accrediting agencies, and individual program accreditation criteria, as applicable.

All members of the Faculty participate in the governance process through their meetings and committees. Faculty members are encouraged to introduce agenda items for discussion and consideration at their meetings and to recommend agenda concerns for administrative meetings. Participation on Faculty committees is open to all members of the Core Faculty. The President and the Provosts of the University are ex officio members of all institutional committees.

Both Campuses have a Faculty Representative and an Alternate Faculty Representative in the AB. They represent the Faculty at different levels, including meetings with the Provost

and the President. The Faculty representative is the person responsible for voicing the concerns or suggestions of the Faculty at different institutional forums.

Faculty members are key participants in the processes that lead to establishing admission criteria, interviewing students and making recommendations for admissions. Additionally, Faculty members participate in the development of curricula, the design and implementation for the Faculty development and enrichment programs, student evaluations, graduation policy, teaching methods, grading policy, matriculation standards, attendance policies, termination and change of student status, course content, and criteria of student progress, among others.

#### **1.10.2 FACULTY PARTICIPATION IN ACADEMIC PLANNING**

Faculty members have primary responsibility over the academic and training program in compliance with accreditation standards, the Institutional Mission and established institutional policies and procedures set by the BOARD and the President. The Faculty is empowered to maintain, review, and recommend changes in academic policy, as they exercise responsibility in teaching and training, curricula, degrees, certificates, and programs.

Recommendations include but are not limited to new academic programs, admission criteria, course development, honorary degrees and graduation requirements. The Faculty may advise the administration in creating, implementing, or phasing-out existing academic programs. Degrees are awarded by the BOARD based on recommendations from the Faculty. The Faculty and administrative personnel may recommend candidates for the Honorary Carlos Albizu University Degree to the Provost, and the Provost presents it to the President. Final selection of the recipients is at the sole discretion of the BOARD.

A development fund for each Core Faculty member has been established with the purpose of enabling them to pursue self-improvement in their fields of specialization in line with the Institutional Mission.

In most instances, the curricula of any program at the University are proposed by the Faculty and Faculty committees, reviewed by the Academic Program Directors, and then submitted to the Provost and the President for approval. The BOARD has the responsibility of the final approval of new academic programs. The BOARD will review academically proposed initiatives, taking into consideration compatibility with the goals and Mission of the Institution, as well as operational and fiscal considerations.

#### **1.10.3 FACULTY PARTICIPATION IN RESOURCE ALLOCATION AND FINANCES**

Campus unit budgets are prepared by the corresponding Academic Program Director in consultation with the members of the unit and taking into consideration the Strategic Plan of the University. Annual and academic session budgets are formulated and implemented once approved by the Board.

Academic Program Directors and Administrative Directors have the authority to transfer line items within their operational budgets to meet emerging Faculty or departmental needs, as established by institutional guidelines. Since the University promotes the concept of teamwork, Academic Program Directors consult and/or inform the Provost and President prior to making the actual changes. Academic Program Directors must follow the institutional guidelines and policies when making these decisions.

#### **1.10.4 FACULTY PARTICIPATION IN ADMINISTRATIVE AFFAIRS**

The Faculty, in its teaching and training roles, guarantees the fulfillment of the *Characteristics of Excellence* as defined by the regional accrediting agency, MSCHE. The Faculty is authorized to take measures, including disciplinary measures, towards students, following the General Policies and Disciplinary Procedures Manual of the University (GPDPM).

The Faculty evaluates students' work and assigns grades within the guidelines established for such purposes. It is the sole province of the Faculty to grant letter grades or scores received in academic or clinical courses (as applicable), scores received in Comprehensive Examinations, as well as admission, readmission, or termination for academic reasons from any program of study. Duly substantiated grade or academic grievances may be brought to the attention of the Academic Program Director or designee by a student in writing under the established procedures delineated in the GPDPM.

Academic workload is determined by the Academic Program Director and the Faculty member, according to programmatic and institutional needs, as approved by the Provost and the President. Workload applies to number of classes assigned, number of students under supervision, class size, and number of course preparations, among others factors. Faculty members are consulted on an individual basis before decisions about teaching and other work assignments are made.

The Faculty is required to follow the institutional procedures for scheduling as established by the Office of the Provost. Overload teaching is a decision made by individual Faculty members according to procedures adopted by the Provost and the President. The institutional policy provides for a maximum of two overload courses per academic session. If additional academic workload needs to be assigned to a Faculty member, the Academic Program Director must obtain prior authorization from the Provost as well as discuss and reach an agreement with the Faculty member.

Furthermore, the Faculty participates individually and collectively in the preparation of Master and Doctoral level comprehensive examinations for the applicable programs.

The Faculty office hours to advise students are posted at the entrance of their assigned offices. The Faculty is provided with private offices to meet with their students and colleagues.

All major issues affecting the academic community include, when required, Faculty input into the deliberative process.

#### **1.10.5 FACULTY PARTICIPATION IN STUDENT AFFAIRS**

Among the primary roles of the Faculty is promoting student development and serving as mentors in their disciplines. Appropriate procedures to ensure and foster student voice and representation in their respective programs and the Institution are achieved through the elected Student Council, student representatives to the AB, and officially authorized student associations. Members of the Faculty are selected every year at Faculty at-large meetings at the campus level to serve as advisors to the Student Council and other officially authorized student associations.

#### **1.10.6 FACULTY COMMITTEES**

Committee service is a means by which Faculty members assist in the development of the University and its programs. Faculty members are expected to participate in and contribute to the committee work at the University as part of their service to the Institution. Faculty representatives will be selected every year at the initial academic year faculty meeting. The President and the Provost are ex officio members of all institutional committees. Both campuses have the following committees:

1. **The Provost Committee** consists of all Academic Program Directors, administrative directors, and the assistants to the Provost. The primary function of the Committee is to serve in an advisory capacity to the Campus Provost in the decision-making process pertaining to academic and administrative matters. The committee analyzes internal and external Campus needs and makes recommendations for future action plans in light of the Institutional Strategic Plan. The Academic Program Directors

serve as their Faculty representatives at this forum. The Academic Program Directors are part of the Core faculty.

2. **The Library Committee** assesses the adequacy of the library materials and constantly improves the collections, services, and resources, and initiates special projects. It consists of the Head Librarian and one Faculty representative from the undergraduate programs and a second faculty representative from the graduate program.
3. **The Faculty Development Committee** serves as liaison between the Faculty of the different academic programs to assess professional development interests, needs, and priorities. The Committee coordinates and promotes in coordination with Human Resources the annual update of Faculty members' portfolios stored by the Human Resources department.
4. **The Curriculum Committee** evaluates all academic proposals and curriculum revisions to add, expand, phase-out, or modify programs and courses. The committee is composed of Faculty members from each academic program along with a student representative.
5. **The Assessment Committee** is charged with monitoring the assessment of student learning, attitudes, aptitudes and skills. In order to fulfill the institutional mission and goals, each academic program must demonstrate that its graduates have achieved seven general institutional educational objectives (i.e., core competencies) that should be developed and assessed according to the particular specialization of the programs. The Committee ensures that there is a thorough and comprehensive monitoring process of student learning outcomes to make certain that they are developing the Institution's educational objectives (core competencies), and that they are acquiring program competencies. The committee is also responsible for assessing and certifying the online courses as set forth in the Guide to the Evaluation of Online Courses which is based on the standards and procedures of the accrediting bodies. Specifically, the Committee:



- 1) evaluates and certifies online courses in each academic session and
  - 2) presents the criteria for equivalence of a traditional course versus an online course to safeguard the quality of the content and rigor of the distance education mode. These are assessed at various levels during the students' academic career and must include both proximal and distal measures. The Committee works closely with the Office of the Provost.
6. **The Safety Committee** is responsible for establishing procedures in case of natural disasters, medical emergencies, fires, explosives, electric failure, accidents, and other unexpected events. The committee's responsibilities are:
- 1) design and deploy, along with the administrative and academic programs directors, the Security Handbook and emergency management of the University,
  - 2) provide guidance to students and employees in all aspects related to safety, and
  - 3) recommend preventive safety measures to the university community.
7. **The Institutional Review Board (IRB)** is the body that reviews and determines whether the research projects are in compliance with professional ethical standards. This committee is registered with the Office for Human Research Protection of the U.S. Department of Health and Human Services. It is responsible for ensuring that all investigations and research projects comply with Federal and local regulations and the protection of human participants. All research proposals require the approval of the IRB Committee. In addition, the IRB represents the Institution before the regulatory bodies and chooses the current and future members of the committee. The Chair of this committee evaluates and approves proposals. In addition, the IRB has an administrator who coordinates the meetings and reviews proposals to be considered. Two Faculty members and at least two distinguished members of the community-at-large, not affiliated with the University, are members of the IRB.

8. **Ad-Hoc Committees** are established for specific tasks or objectives identified by the Provost or the President or as a result of engaged discussions within institutional committees with faculty representation. Such committees are dissolved after concluding the assigned task or objective. In the case of academic rank promotions of a faculty member, the Provost appoints a three-faculty member evaluation committee to review the candidate's profile according to the promotion criteria listed in Section 2.6 of this Handbook. In the case of ethical considerations involving a faculty member, whether Core Faculty, Adjunct Faculty or Clinical/Industrial Supervisor, the Provost appoints a three-faculty member ethics committee to evaluate the situation and provide recommendations to the Provost.

## **Part II Faculty Norms and Procedures**

### **2.1 THE FACULTY**

#### **2.1.1 COMPOSITION**

The Faculty is composed of all personnel holding academic rank, including anyone from Instructor to Professor, and any person designated as teaching staff. The Faculty also includes those persons appointed with academic rank who may fulfill administrative duties on a part-time or full-time basis (i.e., Deans, Department Chairs, and Program Directors).

#### **2.1. 2 CORE FACULTY**

The Core Faculty is constituted by faculty members who hold an academic rank and enjoy Employee benefits. The Core Faculty includes members with thirty (30) hour-appointments as well as members with twenty (20) hour- or fifty percent (50%) minimum appointments. Part III provides duties and responsibilities of these appointments.

#### **2.1. 3 ACADEMIC RANKS**

[Faculty with Academic Rank](#)

Academic rank is a designation given to a Faculty member who is a full-time employee and is engaged in one or more of the following: teaching, academic research, or administrative assignments. Academic rank is held by those members of the academic staff who hold the title of Instructor, Assistant Professor, Associate Professor, or Professor, and who fulfill the duties and responsibilities of a member of the Faculty.

Appointment of any rank must be recommended by the pertinent University Academic Program Director and the Provost, and have the approval of the President.

#### **2.1.4 INSTRUCTOR**

This Faculty position requires demonstration of clear potential for academic accomplishments and ability to function in the specified particular undergraduate or graduate program.

##### **Qualifications:**

The rank of Instructor requires a Master's Degree in a field pertinent to each academic program for which he/she is to be or is hired. Instructors may have advanced candidacy to a doctoral degree but have not completed all the training or requirements. They should be well-qualified to teach beginning courses, lab skill courses, and/or to provide clinical services. Graduate courses should be taught by Instructors holding a doctoral degree. Exceptions must be approved by the Provost.

#### **2.1.5 ASSISTANT PROFESSOR**

This Faculty position requires proven aptitude for academic work and successful teaching experience with appropriate qualifications and evidence of conducting research or creative work.

##### **Qualifications:**

Candidates for Assistant Professor must hold the highest degree in the pertinent field. The position includes mainly teaching, research, or creative work responsibilities. In addition, academic personnel may be assigned to clinical training and supervision. Qualifications for initial appointment include proven aptitude for academic work and successful teaching experience with appropriate qualifications for conducting research or creative

work, as required by the goals of the academic program in which he/she will be employed.

Candidates with lesser academic degrees or training may be promoted to this rank after demonstrating their competence in teaching, professional presentations, research, service or administration, or any combination of those activities. Clear potential for academic accomplishments is considered, as is the ability to function as a Faculty member in a graduate professional program. Eligibility for professional certification and state licensure, as appropriate, will be positively taken into consideration.

Section 2.6 of this Faculty Handbook establishes the criteria for academic rank promotions.

#### **2.1.6 ASSOCIATE PROFESSOR**

This Faculty position requires evidence of substantial accomplishment beyond professional training and must meet the requirements of the rank. These consist of outstanding achievement in two or more of the following areas: teaching, professional activities/presentations, research, service to the program, to the University, and to the community.

##### **Qualifications:**

Candidates for this rank must hold the highest degree available in their field. The scholar who meets all the requirements for appointment as an Associate Professor must, in addition, enjoy national reputation. He or she is expected to have produced creative work, professional writing, research, or clinical work of eminence, publications in peer-reviewed journals, and evidence of successful teaching or professional experience. A candidate for this rank must have a distinguished record of achievement beyond the level of Assistant Professor.

#### **2.1.7 PROFESSOR**

This is the highest academic rank and is, therefore, reserved to those faculty members who have demonstrated outstanding and extensive professional accomplishment in all of the following areas: teaching, application of their professional skills, research/practice, publications, and service to the program, the Institution, and the community-at-large. Furthermore, clear dedication and commitment combined with regular involvement in

the programs offered by the University is required. The Faculty members appointed to this rank have achieved wide recognition in their area of expertise, either through peer-reviewed quality publications, elective or appointed participation in the activities of professional societies, election or appointments to Boards of Advisors or consultants of generally recognized substantial scope, or other significant appointments or contributions.

**Qualifications:**

The candidate's record should present strong evidence of the highest scholarly quality and productivity in teaching, research, and/or creative work, including distinguished academic, professional/clinical service, and service to the University since the candidate's last promotion. She/he must also show evidence, through past achievement and future promise, that she/he will advance the practice and understanding of the field of expertise to its highest level.

The highest academic degree is required for this rank. His/her teaching must show strong dedication to excellence, creativity, and continuous update in teaching and student learning. The candidate must possess excellent qualifications and experience of teaching a variety of courses at an above satisfactory level of performance.

The candidate's research/creative work must show consistent commitment to scholarly quality and productivity and must have achieved wide recognition through publications in well-respected, peer-reviewed journals and/or other recognized professional venues.

Significant professional record of service must be demonstrated, including leadership in regional, national, or international professional societies, organizing conferences, serving on Editorial Boards, service to schools, agencies, companies, and community organizations.

Commitment to the University must be shown through continuous evidence of service to the Institution, including participation in governance in the University committees and in program development.

## **2.2 OTHER ACADEMIC DESIGNATIONS**

### **2.2.1. ADJUNCT FACULTY**

An Adjunct Professor is a part-time instructor who is hired for a determined course. Adjunct professors work by contract with teaching responsibilities for the course(s) they have been hired to teach. The University utilizes Adjunct faculty for a wide range of needs. Adjunct faculty members do not have access to health care, retirement benefits, paid vacations, and other benefits provided to full-time personnel. The minimum qualification for Adjunct faculty is a Master's Degree from an accredited institution or a degree higher than the students they are teaching. Exceptions must be approved by the Provost.

### **2.2.2 VISITING PROFESSOR**

This designation is given to individuals who have excelled in teaching and scholarly activities and have held the rank of Associate Professor or Professor at other recognized institutions of higher learning. The designation to teach and/or perform research at the University is granted for a specific period of time, as agreed prior to the appointment.

The University recognizes the academic standing of Visiting Professors and provides them with basically the same privileges normally granted to ranked faculty members. Appointments of Visiting Professors are made by the President.

### **2.2.3 DISTINGUISHED PROFESSOR**

This designation is customarily awarded to Faculty members who have rendered exceptional and widely recognized service at the University or at another institution of higher learning and have served society with distinction. These individuals must prominently have the capability to contribute meaningfully to the academic progress of the University. They are appointed to teach and/or perform research at the University. Distinguished Professors must be recognized by their peers and selected among the ranked faculty members of the Institution. They will maintain their privileges as ranked faculty members. Those who are appointed from other institutions will be given the customary privileges of ranked faculty members.

This designation is granted to the University Faculty or a member of the external

community with demonstrated and vast experience in the field of teaching and research. They must be scholars with expertise in their respective discipline. The President appoints Distinguished Professors, upon recommendation of the Provost. The Provost could receive recommendations from Faculty members.

#### **2.2.4 PROFESSOR EMERITUS**

This distinguished title is reserved for Faculty who have made significant academic contributions to the University and, as a requirement, must have worked at the Institution for at least ten (10) years.

As a general rule, a Professor Emeritus does not receive compensation, unless it is approved by the President. They have full access to all of the University's educational or research facilities as well as to all cultural activities offered by the Institution at no cost to them. He or she is included in the University's Faculty roster in every applicable publication for life, unless the title is withdrawn by the President. The President authorizes this title with the recommendation of the respective Provost and the AB. The President must request approval from the BOARD to provide a Professor with this renowned title. The Provost could receive recommendations from Faculty members.

#### **2.2.5 RESEARCHERS**

An appointment as a Research Associate may be granted by the University to a person engaged primarily in scholarship or professional activities relevant to the work of the university. These are appointments that are offered to scientists and scholars who fulfill the research qualifications (see below) and/or who work for the University on research supported by external grants and contracts.

The principal criteria for the appointment of Research Associates are scholarly productivity and recognition of original work. Among other duties, these positions entail:

1. writing grants and contracts to obtain external funding for research
2. working on research projects as they are funded
3. supporting students in their research endeavors, so they can give presentations in professional conferences and publish in scholarly books and/or peer-reviewed journals

4. collaborating in research projects with Faculty leading to publications such as books and articles in peer-reviewed journals
5. contributing to activities conducted by the Institutional Center of Scientific Research (ICSR).

The Research Associates are also eligible to give seminars and teach courses as authorized by Academic Program Directors and the Provost.

Research categories are:

1. Junior Research Associate (from 1 to 10 peer-reviewed publications)
2. Research Associate (from 11 to 20 peer-reviewed publications)
3. Senior Research Professor (more than 20 peer-reviewed publications)

Research Associates can be appointed for a year or more, with no guarantee or expectation of renewal. The ICSR Director will clearly express the nature and extent of the duties of persons appointed with such titles, as these contracts will be independent from teaching responsibilities with the academic programs. The Provost will provide the description of duties in a letter of appointment, subject to the Provost's approval. Research appointments do not carry a faculty rank in contractual stipulation and will be authorized by the Provost. The ICSR Director recommends specific resources and facilities for the researchers for the Provost's approval.

### **2.2.6 LIBRARIANS**

They are recognized as faculty members without an academic rank and form an integral part of the academic community and of the teaching and learning process.

### **2.2.7 CLINICAL AND INDUSTRIAL SUPERVISORS**

Clinical and Industrial supervisors are practitioners that are assigned regular and continuing responsibilities in a determined setting. They are given the responsibility of observing, advising, and supervising students in practicum situations. These are inside appointees who may or may not hold a terminal degree. Licensing requirements in each respective jurisdiction will determine if a supervisor must hold a terminal degree.



**TABLE IV – INTERNSHIP SUPERVISION AND PRACTICE**

HOURS	NUMBER OF STUDENTS
9	UNDERGRADUATE PROGRAM (maximum 9 students)
9	GRADUATE PROGRAM (maximum 9 students)

### **2.2.8 PROFESSIONAL COUNSELORS**

A Counselor is a trained professional who works with students individually and in groups. Counselors assist students with educational/occupational and personal/social decisions.

### **2.2.9 GUEST SPEAKERS**

The invitation of guest speakers by Faculty is encouraged, but needs to be approved in writing by the Academic Program Director.

### **2.2.10 POST DOCTORAL FELLOW/SCHOLAR**

This title is applied to an individual with a doctoral (or an equivalent) degree and is appointed for a limited period of time of mentored advanced training to enhance the professional skills and research independence needed to pursue his or her chosen career path. The primary purpose of a postdoctoral scholar is to engage in advanced study and training, and teaching may be part of that training in some cases. Normally, a postdoctoral scholar will be supported by external awards or fellowships. They can be hired as Project Directors or in other senior positions in externally funded research grants. A typical appointment is for twelve months and may be renewed annually.

## **2.3 FACULTY EVALUATION**

The principal evaluators of Faculty members, including Adjunct Faculty, are their Academic Program Directors and the students.

Criteria for evaluation of Faculty include, but are not limited to, quality of teaching and research, service to the Institution, participation in professional development activities, creative and scholarly work, publications and other professional activities. The Academic Program Director evaluates faculty members for contract renewal with the approval of the Provost.

The students shall complete faculty course evaluations no later than the final week of class. Faculty members are required to leave the classroom during the administration of the evaluation. Feedback on the evaluation will be provided to the Faculty member after all grades have been turned in to the Registrar.

Academic Program Directors and representatives from the Offices of the Provost and Presidency may enter a classroom at any time for teaching observation and assessment.

Faculty and course evaluations by students are conducted each academic term for every course. Academic Program Directors evaluate faculty and use the student feedback as part of the evaluation criteria for contract renewal and promotion in rank, including professional development plans.

## **2.4 PROFESSIONAL GROWTH AND DEVELOPMENT**

### **Faculty Development**

The University considers Faculty development to be an important academic activity that must be in tune with and support the University's Mission and its educational goals and objectives. Faculty development is considered one of the primary strategies to move the Institution from a teaching paradigm to a learning paradigm.

The University has established an annual Professional Development Fund for full time Faculty. Upon availability, these funds are used in activities related to the Faculty's areas of expertise. The Fund also subsidizes the purchase of published materials in areas related to their teaching and Institutional responsibilities.

In addition to the Professional Development Fund, the Institution sponsors enhancing the Faculty's knowledge of teaching techniques and skills using technology to teach and learn. The rationale for this type of training is the emphasis that the University has placed on the use of systems such as BlackBoard/Moodle (an online course management program) as a platform to complement the experiences offered in the classroom and as a first step towards the development of a virtual campus. Furthermore, the Institution seeks to enhance the use of information resources available through the online library catalog and its electronic collections.

Funds to attend conventions and conferences are available to Core Faculty members. The request for funds must be channeled through the Provost's Office. The award will be made contingent on the availability of fiscal resources.

The Annual Performance Evaluation of each Faculty member provides an additional opportunity to discuss professional needs and concerns and to request institutional support (if feasible) to address those needs. It is incumbent upon the Faculty to ensure that their professional development funds first be used for any areas needing improvement, as documented in the Annual Performance Evaluation.

## **2.5 ORIENTATION TO NEW FACULTY**

### **Faculty Induction/Orientation**

The University has an Induction/Orientation Program for new Faculty. Full-time and Adjunct faculty members are required to participate in this orientation program. The topics of the Induction/Orientation Program include: institutional mission, goals and values, institutional educational competencies to be mastered by all University graduates, competencies that need to be mastered by students in all academic programs, description of academic programs, student profiles, University policies, procedures, services and programs, information resources, technological resources and campus security. The University seeks to establish periodic workshops and seminars to include teaching modalities and student assessment. These seminars and workshops are required for new Faculty as evidence of the Institution's commitment to academic excellence and are designed as a practice approach to university teaching.

## **2.6 FACULTY PROMOTION CRITERIA AND PROCEDURES**

### **2.6.1 FACULTY PROMOTION PROCEDURES**

A Faculty member may request a rank promotion at the time of contract renewal, or at the time of the Faculty's yearly performance evaluation. Candidates for promotion are evaluated on the basis of performance in teaching (including student evaluations), professional presentations, publications, research, service to the Department, University, and community, as well as contributions to the advancement of the Institutional Mission and the field of the person's specialty. The Provost appoints a three-member Faculty committee to assume the responsibility of evaluating the request for rank promotion.

The Faculty member requesting rank promotion is responsible for compiling his/her dossier. All documentation must be presented to the Faculty Evaluation Committee (FEC) appointed by the Provost. Decisions are based on evidence contained in these files and other evidence deemed relevant by the FEC. The file shall contain a detailed table of contents of the material included in the file; a current curriculum vitae, evidence of teaching excellence, the professional development activities and scholarship of the faculty member, documentation of service, evidence of academic service, such as committee participation and/or chairmanship, student advisement, grant development and acquisition, and other services to students, etc., as well as additional documentation evidencing that the Faculty member has met the criteria of the University. Additional materials may be solicited by the evaluator(s).

The Provost will receive the recommendation of the Faculty Evaluation Committee (FEC) as well as the recommendation for promotion by the corresponding Academic Program Director who shall submit the formal recommendation in writing. The Provost will submit these recommendations to the President for final approval. The employment status of colleagues is a primary responsibility of the Provost and the President with due regard for Faculty recommendations and input. Any member of the Faculty may request reconsideration to the BOARD for the recommendation received from the Academic Program Director and/or the Provost and/or the decision made by the President. Requests for rank promotion should be submitted to the Academic Program Director one year prior to the intended effective date.

The Faculty Evaluation Committee is a three-person committee composed of Professors appointed by the Provost. The term of FEC members will be two years, and their function is to advise the Provost on matters of faculty promotion.

Documentation for promotion (dossier) is presented to and evaluated by the FEC. In the case of promotion from Associate to Professor, additional external evaluations could be solicited from scholars familiar with the work of the candidate. The committee makes the recommendation in writing and forwards all documentation to the Provost for evaluation. The recommendation of the FEC should list, justify, and interpret the quality of all accomplishments of the candidate. The FEC will send its recommendations to the Provost,

based on a rubric of the categories of promotion. The Provost will issue a recommendation to the President with his/her own recommendations.

## **2.6.2 FACULTY PROMOTION CRITERIA**

### **2.6.2.1 Promotion from Instructor to the rank of Assistant Professor.**

After three (3) years of satisfactory employment, an Instructor faculty member may request promotion to the rank of Assistant Professor. The Academic Program Director and the Provost may or may not recommend the requested promotion. Criteria to be considered when analyzing the promotion are:

- a. A Doctoral degree and a minimum of three years of satisfactory employment as an Instructor at the University. A Master's degree will be considered upon Provost's authorization.
- b. Proven excellence in teaching, as evidenced by the institutional evaluation process.
- c. Evidence of significant contributions to the enrichment of the curriculum, the instructional strategies, and the development of the department and the University.
- d. Research and scholarly accomplishments, evidenced by publications in peer-reviewed professional journals and by presentations of research results at local, national, or international conferences.
- e. Proven excellence in services to the Academic Programs, the University, his/her professional field, and/or the community.

The type of activities to which the Faculty member devotes most of his/her time will determine the weight of each of the above criteria.

### **2.6.2.2 Promotion from Assistant Professor to the rank of Associate Professor.**

After five (5) years of satisfactory employment, an Assistant Professor may request promotion to the rank of Associate Professor. The Academic Program Director, the Provost, and the President may or may not recommend the requested promotion. Criteria to be considered when analyzing the promotion are:

- a. The promotion to Associate Professor is not automatic; it is based on the fulfillment of potential in scholarly activities, teaching, and service. Requests for early promotion are considered to be exceptional and should be pursued only in highly meritorious cases, when the individual enjoys a national reputation as a professional, shows a high degree of teaching proficiency and commitment, and demonstrates public, professional, or University service beyond the Academic Program.
- b. Scholarship/research qualifications will be judged on the basis of an active and meaningful program. Evidence of activity will be based on the criteria established under "Promotion Criteria" in this Handbook. The committee shall base evidence of scholarship on a thorough review of the candidate's research/scholarship program.
- c. High quality teaching performance is expected of all Faculties. Peers and current students shall judge such performance on the basis of evaluations. In the absence of an adequate, universal metric to evaluate teaching performance, the candidate must provide sufficient documentation to support his/her candidacy.
- d. Qualification in professional and university service will be based on letters obtained from Academic Programs Directors, Provosts, and supervisors (if applicable for Clinical area) in those endeavors and other documentation of service. Performance in such service must rise above the norm to be considered meritorious. For example, service on several theses would not by itself be regarded as sufficient activity to advance the candidate's consideration in this area. Participation in institutional or campus level committees is essential.
- e. Another criterion to be taken into consideration is the proven excellence in services to the Department, the University, his/her respective professional field and/or the community.

### **2.6.2.3 Promotion from Associate Professor to the rank of Professor:**

After a minimum of ten (10) years of experience of satisfactory employment, an Associate Professor may request promotion to the rank of Professor. The Academic Program Director and the Provost may or may not recommend the requested promotion. Promotion to Professor shall be based on the evidence of a university and a national and international reputation for scholarship. Criteria to be considered when analyzing the promotion are:

- a. A Doctoral degree from a well-renowned institution.
- b. The criteria for promotion to professor shall be the same as those for promotion to associate professor.
- c. The level of attainment will be higher when being considered for Professor. Letters shall be solicited from at least three renowned scholars in the candidate's specialty in addition to the recommendation(s) submitted by the Academic Program Director and the Provost.

## **2.7 ACADEMIC ADMINISTRATIVE PERSONNEL**

### **Faculty with Rank in Core Faculty Administrative Positions**

The University may require the services of a Faculty member with rank to perform administrative duties. This time period is referred to as an “administrative leave of absence”. The Faculty member’s rank will be maintained throughout the leave of absence. If, in addition to their administrative duties, they teach courses or are engaged in other academic endeavors, they are entitled to sabbatical leaves of absence and promotion in rank. Faculty in administrative positions will be bound by those set of rules in the Employee Handbook. When they also perform academic duties, they will be bound by this Handbook.

### **Administrative Employees as Faculty with Rank**

Administrative employees who meet the requirements may be granted academic rank, either when they are recruited or later. There may be cases when administrative personnel may obtain academic rank based on their background and credentials. In such cases they may become part of the Faculty and enjoy an administrative leave. Academic rank may be granted to the administrative employee either when hired or at a later time.

### Academic-Administrative Employees

The positions of President, Directors, Provosts, and Academic Program Directors must meet the qualifications for academic rank according to this Handbook.

## 2.8 PROCEDURES FOR TERMINATION OF FACULTY CONTRACTS

A Faculty member granted a contract after the first year may be dismissed for failure to satisfactorily perform his/her Faculty duties, inability to communicate with students and supervisors, unethical and/or unlawful behavior, insubordination, moral turpitude, matters pertaining to fiscal viability, program restructuring, or any other reason stated in their Employment Contracts.

The University is not bound to await the conclusion of any proceedings before another forum to submit changes or take action against a Faculty member for unethical or unlawful behavior.

### Returning University Property

The employee is responsible for returning any article received from the University during his/her tenure, or in his/her possession, or under his/her control, such as the following:

1. Credit card
2. Equipment (computer, printer, fax, laptop, memory stick, or any other peripheral)
3. ID badge and/or card
4. Keys
5. Handbooks
6. Security passes
7. Books
8. Written materials
9. Telephones, organizers, and cell phones

The employee is responsible for returning all University property in his/her possession, either at the time he/she requests separation, at the actual time of separation or at any other time, upon request. The Office of Human Resources will conduct an inventory of what should be returned at the Exit Interview. At the employee's request and to the extent permitted by applicable laws and regulations, the Institution may opt to discount from the final check the



amount deemed pertinent to cover the cost of any item not returned. The University may also take any action it finds necessary to recover or protect its property.

## **PART III FACULTY RESPONSIBILITIES**

### **3.1 PROFESSIONAL CODE OF ETHICS**

As members of an academic profession, it is expected that faculty members of the University conduct themselves, both within and outside the Institution, in accordance with the moral and ethical values that exalt the Institution and the profession.

### **3.2 TEACHING LOAD, WEEKLY HOURS**

Official duties are specified in the job descriptions and/or contracts. Assigning duties to professors will be the responsibility of the Academic Program Director. The distribution of schedules is made according to institutional needs, and the Faculty will always be notified in advance of their schedules. The following subsections outline the specifics on academic load and corresponding responsibilities. Exception to the teaching load assignments must be approved by the Provost prior to the beginning of the academic session.

#### **3.2.1 TEACHING LOAD OF CORE FACULTY**

Core Faculty members are required to work their assigned schedule, distributed on four workdays per week or as required by his/her contract.

##### **3.2.1.1 THIRTY (30) HOUR-FACULTY**

Thirty hour **Graduate Level Faculty** members are required to teach assigned courses with a minimum of six (6) credits and a maximum of nine (9) credits per session as long as it does not entail more than two (2) preparations. They may be required to teach up to two (2) additional classes as an overload. Other courses may be negotiated with Program Director as needed.

Thirty (30) hour-**Undergraduate Level Faculty** members are required to teach assigned courses with a minimum of nine (9) credits and a maximum of twelve (12) credit hours per session as long as it does not entail more than three (3) preparations, and they may be requested to teach up to two (2) additional classes as an overload.

Thirty (30) hour-faculty (graduate or undergraduate) members are required to spend thirty (30) hours a week on campus, distributed on four (4) workdays per week or as required by their contract. The number of hours for clinical or practicum supervision may vary per Academic Program. Payment for overload and supervision will be based on the Adjunct Faculty Salary Scale.

**TABLE I – SAN JUAN GRADUATE FACULTY – 30 HOURS**

HOURS	DUTIES AND RESPONSIBILITIES
5	Course teaching (equivalent to 6 credits)
5	Supervision of student research projects (i.e., theses, dissertations, doctoral projects, or grant funded projects (equivalent to 6 credits)
4	Office hours / Student Mentorship
11	Research and Professional Development and course preparation
5	Institutional service (i.e., committee work and meetings)
30	

**TABLE IA – SAN JUAN UNDERGRADUATE FACULTY – 30 HOURS**

HOURS	DUTIES AND RESPONSIBILITIES
7.5-10	Course teaching (equivalent up to 12 credits)
2.5	Supervision of student research projects (i.e., theses, dissertations, doctoral projects, or grant funded projects (equivalent to 3 credits)
4	Office hours / Student Mentorship
8.5-11	Research and Professional Development and course preparation
5	Institutional service (i.e., committee work and meetings)
30	

**TABLE I B– MIAMI GRADUATE FACULTY – 30 HOURS**

HOURS	DUTIES AND RESPONSIBILITIES
5-7.5	Course teaching (equivalent up to 9 credits)
5	Supervision of student research projects (i.e., theses, dissertations, doctoral projects, or grant funded projects (equivalent to 6 credits)
4	Office hours / Student Mentorship
9.5-11	Research and Professional Development and course preparation
4-5	Institutional service (i.e., committee work and meetings)
30	

**TABLE IA – MIAMI UNDERGRADUATE FACULTY – 30 HOURS**

HOURS	DUTIES AND RESPONSIBILITIES
7.5–10	Course teaching (equivalent to 9 up to 12 credits)
2.5	Supervision of student research projects (i.e., theses, dissertations, doctoral projects, or grant funded projects (equivalent to 3 credits)
4	Office hours / Student Mentorship
8.5–11	Research and Professional Development and course preparation
5	Institutional service (i.e., committee work and meetings)
30	

The contracting system at the University is multi-annual and applies in the following manner:

1. First contract is for one (1) year
2. Second contract is for three (3) years
3. Third contract is for five (5) years
4. Fourth contract is for seven (7) years
5. Fifth contract is for ten (10) years
6. Subsequent contracts are for ten (10) year-periods

### **3.2.1.2 TWENTY (20) HOUR- and 50% FACULTY (provided for in the Campus addenda)**

### **3.2.1.3 ADJUNCT FACULTY**

An Adjunct professor is a part-time instructor. Adjunct professors are hired by the class assigned and by semester. Adjunct professors work by contract with teaching responsibilities for the course(s) they have been hired to teach. The University utilizes Adjunct faculty for a wide range of needs. Adjunct faculty members do not have access to fringe benefits such as health care, retirement, paid vacations, and other benefits provided to full time Faculty members. Minimum qualification for Adjunct faculty is to possess a Master's degree from an accredited institution or a degree higher than the students they are teaching.

**TABLE III ADJUNCT FACULTY (UP TO TWO (2) COURSES)**

HOURS	DUTIES AND RESPONSIBILITIES
2.5 up to 5	Course teaching (minimum three (3) to six (6) credits)
2.5	Office hours / Student Mentorship
2.5 up to 5	Professional Development, course preparation
7.5up to 10	Total

#### **3.2.1.4 SUBSTITUTE APPOINTMENT**

A faculty member may be appointed to occupy a regular position in the operating budget for a specific amount of time, substituting another Faculty member who occupies the position officially, when he/she is on a leave of absence.

#### **3.2.2 DUTIES AND RESPONSIBILITIES FOR CORE FACULTY**

Faculty members in this category agree to provide weekly service to the University in the following tasks in accordance to the academic discipline:

1. Prepare and teach courses – as listed in the distribution of hours for duties and responsibilities. Faculty shall be engaged in preparing courses and adopting educational strategies and technologies that ensure an effective learning experience for their students. Other duties include preparing and grading course examinations and conducting academic research to enrich course content.
2. Provide academic counseling and mentorship to students during regular office hours. These office hours will be determined by the Faculty member with approval of the Academic Program Director. For Faculty teaching online courses, office hours should be distributed proportionately in campus and virtual modalities.
3. Maintain academic counseling records of the assigned group (s).
4. Attend Faculty meetings related to teaching, departmental as well as Faculty-at-large meetings. Institutional committee meetings, and other related activities.
5. Be actively involved in academic affairs: preparation, correction, and administration of qualifying and comprehensive exams. Participate in special projects as well as in the assessment and evaluation of students.
6. Supervise dissertations – Thirty (30) hour-faculty shall spend approximately five hours a week to this task. Meanwhile, twenty (20) hour-faculty shall devote two hours for the same purpose within their research development responsibility.
7. Supervise practicum, if qualified according to the program specialization.
8. Participate in the Curriculum Revision process.
9. Participate in Faculty Development Activities.

10. Attend graduation ceremonies.
11. Faculty will contribute significantly to academic research, creative work, and proposal writing.
12. Submit the syllabi for all courses assigned no later than the first week of the academic session and deliver copies of the exams administered to the Office of the Provost. Submission of grade reports will be made to the Registrar by the established date.
13. Refrain from offering courses at other institutions without prior authorization of the Provost.

Faculty members must submit in writing a work schedule to be approved by the Academic Program Director and the Provost and notify beforehand any changes in the agreed-upon schedule as well as any absence or modification to the approved schedule.

#### **3.2.3.1 FACULTY ABSENCES AND MAKING UP FOR CANCELLED CLASSES**

If a Faculty member is unable to attend a scheduled class or expects to be late, it is necessary that the Academic Program Director be notified in advance. Classes cannot be cancelled without the approval of the Academic Program Director. If the professor cannot attend a class, an early notice will enable the Institution to make arrangements for a substitute faculty member or activity. It is the faculty member's obligation to seek alternatives to make up the cancelled class and inform the Academic Program Director in the manner in which the course material will be made up.

#### **3.2.3.2 SUPERVISION OF FULFILLMENT OF FACULTY'S DUTIES AND RESPONSIBILITIES**

The Provost's Office and the Academic Program Director are responsible for the supervision of Faculty regarding rigorous compliance with the provisions of this Handbook and the duties and responsibilities of each Faculty member.

#### **3.2.3.3 SUPPLEMENTARY WORK TO COMPLETE THE REGULAR WORK LOAD**

If reduced enrollment or the cancellation of courses in a specific term is necessary, the Provost shall assign work to faculty in order to complete their teaching workloads after consultation with the professors involved. If the faculty member refuses to accept these assignments, corresponding salary reductions will be made.

#### **3.2.3.4 DISCREPANCIES REGARDING THE ASSIGNATION OF REGULAR DUTIES**

In the event of discrepancies between a professor and the Provost regarding the allocation of academic duties, he or she may appeal in writing to the President, who will resolve the case in a timely manner. While the appeal is in progress, the faculty member shall carry out the academic duties assigned to him or her by the Provost.

#### **3.2.3.5 ADDITIONAL COMPENSATION**

The granting of more than two additional compensations must be justified and recommended by the Provost. Only in exceptional cases will more than two additional concurrent compensations be granted, and they must be evaluated by the corresponding Provost. The institution has a BOARD approved *Policy and Procedures for Writing and Submitting Proposals to External Resources* (CAAE-16-2012-2013) which stipulates compensation structure for faculty involvement in the writing, submitting, and administration of research or service efforts funded by external grants.

#### **3.2.4 EQUIVALENTS FOR ADMINISTRATIVE FUNCTIONS AND OTHER DUTIES**

Faculty members assigned administrative functions or that carry out special tasks of a creative, service, or research nature, or other similar tasks, will have these tasks converted into an equivalent teaching load to complete their teaching load requirements. A three (3)-credit course is equivalent to up to six (6) hours of administrative functions. Upon completion of such tasks or duties, professors shall deliver a report of the work performed to the appropriate superiors.

#### **3.2.5 FACULTY WITH NON-TEACHING-STAFF SCHEDULES**

Faculty members with executive or administrative responsibilities, such as Directors, the Provost, Programs Directors as well as professional librarians, and those dedicated to scientific research or technical dissemination exclusively, shall be bound by the normal schedule as stipulated in their contract. Directors of Academic Programs must offer one (1) course per academic session. They may, in addition, offer a maximum of three (3) courses (nine credits) as an additional load per semester.

### **3.2.6 INTERFERENCE WITH ACADEMIC DUTIES DUE TO WORK OUTSIDE THE INSTITUTION**

All faculty members must disclose, on a yearly basis, any volunteer or remunerated commitment of a professional nature held with third parties outside the Institution. They are required to submit a written disclosure about the existence or intention of involvement in volunteer or remunerated professional activities outside the Institution. If it is determined that such activity constitutes a conflict of interest, or interferes with the employee's performance of their duties, or with their ability to fully comply with all requirements of their position, they may be required to end such activity if they wish to continue their employment with the University.

No paid work outside the Institution or the private practice of a profession will be allowed to interfere with the regular academic duties of the professor. Professors shall have the obligation to annually disclose to their respective appointing authorities a full account of their work outside the institution, demonstrating that such work does not in any way interfere with the performance of their duties and responsibilities at the University.

## **PART IV FACULTY RIGHTS AND BENEFITS**

### **4.1 ACADEMIC FREEDOM**

Academic freedom is the right to receive, discover, convey to others, and to act upon knowledge and ideas within the context of the academic matters taught by a Faculty member. Academic freedom should be distinguished from the personal freedoms guaranteed by the Constitution of the United States and Puerto Rico. Academic freedom is further defined by the BOARD as the right of the Faculty to teach their subject of professional competence with objectivity and honesty within the scope of intellectual and moral responsibility. The University adheres to the definition of academic freedom as approved by the BOARD since its founding as an academic institution. According to the document "*Characteristics of Excellence in Higher Education: Eligibility Requirements and Standards for Accreditation*" published by the Middle States Association of Colleges and Schools (2002, p. 18), academic freedom, intellectual freedom, and freedom of expression are central to the academic enterprise. These special privileges, characteristic of the academic environment, should be extended to all members of the institution's community (i.e., Core Faculty, Adjunct, Visiting,

and staff as well as students instructed on the campus and those students associated with the institution via distance learning programs).

Academic freedom in terms of the selection of course material and presentation rests within Faculty members, as does the process of maintaining quality assurance in the training, practicum, practice, and clinical program. In exercising academic freedom, professors must ensure that they adhere to the knowledge domains assigned within the guidelines of a curricular map or master syllabi. When speaking in the community in non-official activities, Faculty members are expected to clarify their positions as individuals, not as institutional representatives. Faculty members collectively evaluate students each academic session, individually assign grades, and recommend to the Provost the continuation or termination of students, based on academic and practicum performance and utilizing fair and accountable established criteria. The Faculty participates in the implementation of disciplinary actions following the quality assurance procedures and conducts reviews of ethical research and professional conduct in compliance with ethical and professional standards.

Research freedom consists of the right of Faculty involved in research to perform their duties free of restrictions that could limit the objectivity, intellectual honesty, or the dedication to search for knowledge.

Academic freedom is the right and obligation as a scholar to examine all data and to question all assumptions. Academic freedom obliges professors to present all information objectively, asserting the students' right to know the pertinent facts about a phenomenon of research interest. Regardless of whether Faculty members hold initial or extended contracts, the same principles of academic freedom must apply to all.

## **4.2 LEAVES**

### **4.2.1 SABBATICAL LEAVE**

A Sabbatical leave shall only be granted in the interest of the University and with the purpose of offering opportunities for professional and cultural development to teaching staff through activities such as research and formal study towards a more advanced degree, considering the framework of the budgetary possibilities of the institution. Both



parties are required to uphold the commitments that served as the basis for the granting of this leave of absence.

#### **4.2.2 ELIGIBILITY AND DURATION OF THE SABBATICAL LEAVE**

Core Faculty or Academic/Administrative Staff members shall be entitled to be considered for a Sabbatical leave. The period of the Sabbatical leave can range from one (1) academic session to one (1) academic year, depending on the development plan submitted by the staff member. Eligibility is subject to the rules established in the Faculty Regulations, taking into consideration the institutional resources and the following criteria:

- a. Faculty and Academic/Administrative Staff members must have completed six consecutive years or more at the Institution with satisfactory evaluations.
- b. They must submit to the Academic Program Director a plan for professional development, research, the academic project or formal studies to be conducted during the period of the sabbatical leave. The Academic Program Director sends his/her recommendation, to the Provost who will evaluate the application and the recommendations and present them to the President for a final decision. Faculty and Academic/Administrative Staff members are entitled to their regular salary for the duration of the Sabbatical leave. A Sabbatical leave can also be granted to a Faculty or Academic/Administrative Staff member who has obtained a Fellowship or Post-doctoral funds from another institution/agency.
- c. At the end of the Sabbatical, Faculty members and Academic/Administrative Staff members must present evidence with a detailed report to the Program Director and the Provost, demonstrating that their planned goals have been accomplished.
- d. Once a sabbatical leave is granted, faculty members will be excluded from reapplying for a period of six years.

- e. Accountability: Failure to comply with the plans and goals proposed due to negligence, abandonment, or reasons contrary to the best interests of the Institution shall be sufficient reason to require repayment from the professor. The Sabbatical leave must be accompanied by a contract that establishes the duties and responsibilities of both the Institution and the Faculty member.

### **4.3 ORDINARY LEAVES OF ABSENCE**

Core Faculty benefits include paid vacations of twenty (20) days per year. Vacations requests must be submitted in writing, and approved by the immediate supervisor. In addition, Core Faculty members enjoy a winter recess and spring recess. These recesses are made known to the entire faculty at the beginning of the academic year or periodically, as needed, and are included in the Academic Calendar.

#### **4.3.1 SICK LEAVE**

In case of absence due to illness, the Faculty must fill out the form for reporting absences concerning sick leave. The Office of Human Resources must certify the balance available, and if it is sufficient for the requested sick leave, the supervisor will authorize and sign the absence report and forward it to the Office of Human Resources.

Faculty members who accumulate 36 days or 270 hours of sick leave will cease to accumulate any additional sick leave until the balance falls below these maximum levels.

Faculty members absent for three consecutive days or more due to illness or injury must bring a medical certificate to the Office of Human Resources. The certificate must include pertinent information concerning the physician, the date of the visit, and a certification that the absence was medically necessary. The University reserves the right to require a certificate of a need for absence for the purpose of paying sick leave at any time.

Sick leave is intended exclusively to provide income security in the case of illness or injury and may not be used to cover any other type of absence, except for the care and supervision of ill or injured children or parents. Unused sick leave will not be paid to a faculty member while working or upon separation from employment.

#### **4.3.2 CORE FACULTY**

Special leave may be granted with pay or without pay to Faculty members holding regular positions for reasons of institutional interest for some of the following purposes: to perform special tasks, pursue formal studies at the graduate level in Puerto Rico or abroad, or to attend international and/or educational events to represent the University.

#### **4.4. EXTRAORDINARY LEAVES (Each sub-section will include a LINK to the specific matter addressed within the *Employee Handbook*)**

##### **4.5.1 COMPASSIONATE LEAVE**

##### **4.5.2 FAMILY MEDICAL LEAVE ACT (FMLA)**

##### **4.5.3 MATERNITY AND BREASTFEEDING LEAVE**

[San Juan Campus](#)

[Miami Campus](#)

##### **4.5.4 LEAVE FOR JURY DUTY**

##### **4.5.5 LEAVE TO SERVE AS WITNESS IN CRIMINAL CASES**

##### **4.5.6 EDUCATIONAL LEAVE**

##### **4.5.7 SPORTS LEAVE**

##### **4.5.8 MILITARY LEAVE**

#### **4.6 FRINGE BENEFITS**

##### **4.6.1 HEALTH INSURANCE**

#### **4.6.2 EXTENSION OF HEALTH INSURANCE COVERAGE (COBRA)**

#### **4.6.3 WORKERS' COMPENSATION**

[San Juan Campus](#)

[Miami Campus](#)

#### **4.6.4 NON-OCCUPATIONAL TEMPORARY DISABILITY INSURANCE**

#### **4.6.5 LONG-TERM DISABILITY INSURANCE**

#### **4.6.6 RETIREMENT PENSION PLAN**

#### **4.7 POLICIES REGARDING STUDY BENEFITS**

#### **4.8 STIPENDS FOR CATASTROPHIC CONDITIONS**

## **PART V ADMINISTRATIVE AND ACADEMIC RECESS**

### **5.1 ACADEMIC CALENDARS**

The academic calendar provides the necessary information regarding enrollment dates, mid-term dates, the deadline for dropping courses, final exam dates, deadlines for entering grades into the electronic register, and Commencement dates. Faculty members are expected to familiarize themselves with the calendar used in their unit and to comply with the dates that are assigned to fulfill their duties.

### **5.2 ACADEMIC ADVISEMENT**

Members of the Core Faculty serve as student advisors. The Academic Program Director will assign students to the faculty member. An academic advisor's signature is required for the registration of all new students. Thereafter, it is the student's responsibility to meet with their advisor before registering and periodically throughout the student's academic career, as determined by the student and advisor. It is the students' responsibility to seek advisement pursuant to their academic goals. In case of any conflicting issues, the student must present written notification of the advisement complaint at issue to the Program Director within 20 working days.

### **5.3 CLASS ATTENDANCE**

Class attendance is mandatory for all students. The student will be dropped from the class automatically after three absences, unless the professor recommends otherwise. It will be the professor's responsibility to complete a No Show Class Attendance Report no later than the second week of class of each session and forward it to the Office of the Registrar in order to comply with US Department of Education Regulations. Moreover, the professor should submit to the Office of the Registrar in an expeditious manner the names of students who need to be withdrawn because of two unexcused absences, so that the class roster can be adjusted accordingly. Students are excused from classroom attendance for matters, such as religious observance, jury duty, and personal/family illness. Students are required to make up missed class time and activities and make arrangements to obtain material and assignments discussed during their absence.

To ensure the accurate recording of class attendance, professors should use the following system in their grade books.

\            = Unexcused Absence

X            = Excused Absence

(\)           = Unexcused Tardiness

(X)           = Excused Tardiness

NOTE: Students attending class do not require any notation in the grade book.

#### **5.4 CLOSED COURSES**

Courses may be closed if they either exceed the limit of students per course or are below the number of students required by the Program. Faculties are advised to contact the Program Director to check the assigned course capacity list to ensure that the limit of students per course is not exceeded.

#### **5.5 INDEPENDENT STUDIES**

Students may occasionally request an Independent Study course with a particular faculty member. The faculty member will be asked to sign an Independent Study form that must be pre-approved by the Academic Program Director. No Major Concentration course may be taken as Independent Study unless approved by the Academic Program Director. The current academic catalog for the guidelines for Independent Study courses should be reviewed before agreeing to supervise an Independent Study.

#### **5.6 CLASS ROSTERS**

Official class rosters are issued by the Registrar prior to the start of classes. Faculty will find their rosters through the Intranet. The first roster contains all students who completed registration on time. Students who have not paid their tuition and students not on the roster

should not be allowed to come to any future class meetings until they present a paid "Student Schedule, Fee Statement Form" or "Class Permit" showing the class on it.

Students, who register but have been suspended or dismissed from the University at the end of the preceding session, will be dropped from the classes for which they registered in the new session. If their name appears on the first roster, notification of dropped students will be made available through the Registrar's Office.

Additional class rosters (Mid-term and Final) will be provided by the Registrar during each academic session. Any students attending classes whose names do not appear in the rosters must not be allowed to return to class until they present a new "Student Schedule, Fee Statement Form" or "Class Permit Form" which

1. is dated after the date of the first class roster,
2. shows the class title and accompanied by its assigned number.
3. is stamped "paid" or is marked and validated by both the Registrar's and the Finance Departments.

Students who are not on the class roster cannot receive a final grade. Students allowed to audit a class must show authorization from the Academic Program Director or the Registrar.

Students who fail to attend classes should be identified. Non-compliance with the attendance policy of the University places the student at risk of incurring liability and losing Financial Aid privileges. Faculty members should report immediately those students who have failed to comply with the established attendance policy.

As part of the registration process, Faculty members must make sure that all students attending classes and/or practicum are checked against the rosters. The following are the criteria and procedures to comply with all Federal regulations, including the ones described in the next section.

## 5.7 CRITERIA DEFINITIONS

- **No-Shows (NS)** are students who fail to attend the first two classes of the session. At the end of the second class meeting the professor will submit a "No Show" form to the Academic Program Director for each student who failed to attend the first two

classes. The Academic Program Director will notify the Office of the Registrar. Upon receipt of the required documentation, the Office of the Registrar will void the student's enrollment.

- **Administrative Withdrawals (AW)** may occur when a student is not in compliance with the attendance policy or when students do not comply with the fees and payment arrangements made upon enrollment.

Administrative withdrawals due to non-attendance are only given up to the midterm evaluation. After this period has passed, it is the student's responsibility to officially withdraw from a course. An administrative withdrawal does not exempt the student from any financial obligations incurred. It also applies when a student had two (2) probation periods, or failed a clinical course or practicum twice.

- **Withdrawals (W)**: Students can withdraw from their classes up to the date specified in the academic calendar. Students must consult the academic calendar for the deadlines established by the University to avoid any academic penalty. It is the student's responsibility to initiate the withdrawal by submitting a written notice or filling out the appropriate withdrawal form available at the Office of the Registrar. The withdrawal will be official on the date that the withdrawal is received at the Office of the Registrar (not on the date the student stopped attending classes). Students not withdrawn according to these procedures will be responsible for all charges according to Institutional policies and regulations.

## 5.8 FINANCIAL AID

Financial Aid (grants, loans, scholarships) is disbursed to each student after confirmation that he/she meets the eligibility requirements. This includes actual registration in the minimum number of credit hours on which their financial aid was awarded. Disbursements should take place after the third week of classes, so excess funds can be given to students for living expenses.

- If the student did not attend classes at all (No-Show), he/she is not eligible for financial aid.



- If funds are disbursed to the student, and the university later learns that he/she was not eligible, this situation will result in an audit finding and may jeopardize the university's eligibility to further participate in Title IV programs.

#### **5.8.1 PROCEDURES TO BE FOLLOWED**

1. Faculty members will be given a class roster on the first day of class to verify those students registered in their class. Faculty will add or delete any student attending or not attending class. Students not listed on the official roster must present evidence of registration to the professor by the next class meeting.
2. All rosters must be submitted the day after the second class meeting to the Academic Program Directors who will be responsible for forwarding all forms submitted by the faculty members to the Registrar's Office. The rosters will be corrected by the Registrar's Office, and a second roster will be issued after the add/drop period. Consequently, all No-Show students must be reported, so that the new roster can be updated to reflect all changes.
3. A third roster will be printed for the Faculty to use in their Mid-Term Evaluation. Any student being "administratively withdrawn" by a professor must be reported at this time.
4. A fourth roster will be printed for the submission of final grades. Any student who officially withdraws or has been administratively withdrawn must be reflected as such on the final roster. Any "AW" or "No Show" form submitted in the final grade roster must be approved by the Provost before submitting it to the Registrar's Office.

The importance of timely and accurate attendance reporting is critical to the University. Faculty must comply with the University's attendance policy.

## 5.9 ADD AND DROP PERIOD

It is the student's responsibility to verify the drop and add period for each academic session in the Academic Calendar. When a student officially drops from any course or courses, within the first week of classes, by filing a formal drop or withdrawal notice with the Office of the Registrar and completing the process with the Finance Office, a refund of tuition will be made according to the following schedule:

DATE OF DROP	REFUND
Before classes start	100%
During first week of classes	100%
During or after the second week of classes	NO REFUND

The last day to drop a course for a full tuition refund is the last day of the first week of classes (if the last day of the first week of classes falls on a Friday evening or Saturday, the deadline for drop/add will be Monday of the second week of classes). Refunds are not processed for courses dropped during and after the second week of classes. It is important for students to complete the add/drop procedure during the first week of classes and plan their course selection carefully in order to avoid reduced refunds or credits. Not attending classes does not mean that the charges will be automatically dropped. It is the student's responsibility to formally drop all courses before and during the first week of classes to receive the proper refund. If the process is not properly completed, the charges will remain on the student's account, and the student will be financially liable for said charges.

## 5.10 MIDTERM GRADE ROSTERS AND FINAL GRADE EXAMINATIONS

Faculty will receive a grade roster to report students' midterm and final grades. Every student listed on the roster must receive a grade. No student may receive the grade of "W" on the final roster filed by the Faculty member. All students who have been correctly and timely withdrawn from the course will have a preprinted grade of "W". The only acceptable final grades are A, B, C, D, F, P, NP, or I. An "I" with a provisional grade indicates that the student has not completed his/her work by the end of the current session and has the authorization of the Faculty to complete the work by the end of the next term. The Incomplete option should only be considered under extenuating circumstances.

### **5.11 MID-TERM AND FINAL STUDENT EVALUATION**

All Faculty members at the graduate level are required to attend both the mid-term and final student evaluation meetings to assess student progress. Grades must be turned in to the Registrar at the mid-term and final student evaluation meetings. Faculty members are required to file copies of their syllabi, exams, and exam keys at the beginning of each academic session. Final Adjunct Faculty paychecks will not be released until all grades have been turned in to the Registrar and all books and other materials have been returned to the Library.

### **5.12 RECORD KEEPING**

A condition of continued employment is the Faculty's accurate reporting of attendance and grades. At the time that final grade rosters are turned in, the Faculty member should keep a file containing copies of all materials distributed to students, the grade work sheets, and any other materials pertinent to the determination of student grades. This information is required to answer future questions, should they be raised, about the Faculty member's course.

Faculty members are advised to keep copies of all grades (exams, term papers, reports among others) and their justification in their own files. The Faculty has the responsibility to maintain these records for a period of one year. If for any reason a Faculty member leaves the Institution before the one year-period is up, the grade files must be turned in to his/her Academic Program Director. Institutional policies require that students, who wish to challenge a grade received, must do so within thirty (30) calendar days of its award.

### **5.13 CLASS SYLLABI**

Information on syllabi must include the course name and number, course description, instructor's name and office phone numbers, required texts, calendar of readings, classes and assignments, grading criteria (% exam, % paper, % class participation, etc.), grading policy, course procedures and requirements, course objectives, suggested references and any other information requested in the syllabus format. All syllabi must comply with the curricular map/master syllabi of the program.

Faculty members must inform students of their academic progress on the guidelines set forth in the syllabus. An ongoing program of testing and evaluation will facilitate the monitoring of student progress and provide evidence of the effectiveness of the Professor's teaching

performance. In addition to formal midterm and final examinations, the syllabus should include such items as quizzes, discussions, papers, projects, presentations, role-playing, small group activities, and other techniques and approaches for students to demonstrate their academic/clinical competence.

It is an institutional policy to discuss the course syllabus with the class at the first meeting, so that course requirements are clearly understood. The course syllabus is considered to be a contract between professors and students. Accordingly, whatever is included in a syllabus (readings, test dates, examinations policies and procedures, course objectives, quizzes, presentations, etc.) must be clearly specified and adhered to without change.

#### 5.14 GRADING, NO-GRADE (NG), CHANGE OF GRADE POLICIES

Please refer to the Catalog for Grading Policies. As a general rule, the University employs the following grading system.

Undergraduate		
A	Excellent	4 points
B	Good	3 points
C	Average	2 points
D	Deficient	1 points
F	Failure	0 points
I	Incomplete (accompanied by a grade)	*points
P	Pass	0 points
AU	Audit	0 points
NP	Non-Pass	0 points
W	Withdrawal	0 points
AW	Administrative withdrawal	0 points
*Equivalent to the grade accompanying the "I"		

Graduate		
A	Superior	4 points
B	Satisfactory	3 points
C	Unsatisfactory	2 points
D	Deficient	1 points
F	Failure	0 points
I	Incomplete (accompanied by a grade)	* points
P	Pass	0 points

AU	Audit	0 points
NP	Non-Pass	0 points
NG	Final grade not reported by Faculty	0 points
W	Withdrawal	0 points
AW	Administrative withdrawal	0 points

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\*Equivalent to the grade accompanying the "I", see policy in Catalog.

### 5.15 STANDARDS OF ACADEMIC EXCELLENCE

Each student in the graduate program is evaluated by the Faculty and clinical supervisors twice per academic session. The evaluation process of graduate students takes into consideration academic progress, clinical work, and interpersonal behavior, if applicable. Within three weeks of the evaluation, graduate students who are found to have academic or clinical difficulties will be informed in writing by their Program or Clinical Training Director or their designated functionary.

The purpose of this evaluation is to provide students with relevant and timely information concerning their overall performance in the program and to maintain high quality standards.

The Faculty may recommend that a student withdraw from the graduate program or be placed on probation for academic insufficiency or for deficiencies in the performance of clinical duties. The ability of the student to perform competently in clinical practice is an indispensable requirement for the continuation of studies at the Institution. A final grade lower than "B" on any clinical course must be remediated, which means the student must enroll to repeat such a course during the next session that it is offered. Failure to achieve a grade of "B" or better on this second opportunity will result in dismissal from the program.

A graduate student will not be able to apply for an academic degree from the University if; his/her overall academic average is below 3.00; they have not passed all clinical practice satisfactorily; or if their record contains more than two grades below "B". Undergraduate students will not be able to apply for an academic degree from the University if their overall academic average is below 2.00 and/or below a 2.50 average in their concentration. Various programs require 2.50 as the minimum grade point average for graduation, due to professional standards and state licensing requirements.

The University reserves the right to dismiss a student at any time whose conduct is deemed to be improper or detrimental to the best interests of the Institution, who has violated acceptable standards of ethical and professional conduct or academic integrity, whose academic work is below average, or who is deficient in his/her clinical practice.

#### **5.16 STUDENT RIGHTS AND RESPONSIBILITIES**

The General Policies and Disciplinary Procedures Manual and Student Council and Student Associations Manual establish the structures that allow more effective student participation in the academic community. Furthermore, these documents establish the rules which facilitate daily interactions and adequate relations between students and the Faculty and the administration. It formulates rules and procedures for the administration of discipline with respect to student conduct.

#### **5.17 ACADEMIC, PRACTICUM, AND CLINICAL EVALUATION OF STUDENTS**

Faculty is continuously asked to evaluate students' academic and clinical progress and evaluate student likelihood of successful program continuation and completion. Some students may display academic but no clinical proficiency, or vice versa. Some of these students may voluntarily withdraw from the program, or any other course of action allowed by institutional policies. However, for some students the Faculty must recommend their termination from the program. This can be a stressful process for both the student and the Faculty. Fortunately, this situation does not arise frequently, and the process can be facilitated by a review of student performance per academic session and per year. Several strategies for dealing with these academic and clinical issues are briefly listed below:

##### **5.17.1 CLINICAL ISSUES (NOT APPLICABLE TO UNDERGRADUATE STUDENTS AND NON-CLINICAL PROGRAMS)**

Recognition of student difficulty in clinical work is often made by supervisors. Anxiety, failure to recognize self-limitations, assess, discuss, or effectively carry out therapeutic intervention, focus on self rather than patient, etc. are common training issues. Several incidents of poor performance will not necessarily result in termination from the academic program. However, when the supervisor, Practicum Faculty, and/or site clinical supervisor identifies that the student is unable to achieve the expected clinical competencies according to his/her academic level, the supervisor should develop a

written remedial plan in order to address the supervisee's lack of clinical competencies. Nonetheless, when a pattern of unsatisfactory performance becomes evident after a student has been given corrective feedback, it should be noted and documented in the Evaluation of Clinical Competencies form in addition to a memorandum from the Director of Clinical Training. However, if the problem further persists after its identification, student notification, and involvement of Faculty in attempting to resolve it, the next step in the process has to be taken. Any particular clinical issue in the San Juan Campus needs to be referred to the Clinical Director. Meanwhile, a process to this respect should be initiated with the Psy.D. or the Academic Program Director in the Miami Campus. If the issue pertains to undergraduate or Master's level practicum, the process should be commenced with the respective Program Academic Director. The process at the Master's level applies to both campuses.

1. A student who has attained marginal but passing evaluations should be identified in the Faculty meetings for student evaluation purposes. This will permit closer supervision of the student which may help alleviate a problem before it develops further. Should the problem persist, however, Faculty members who have also dealt with the student may be in a position to provide additional and documented insight in the student's evaluation. Despite their best efforts, some students may remain convinced that they have no problem or limitation. Additional three-way conferences with the student, clinical supervisor, Faculty program concentration advisor and Practicum Faculty as well as clinical committee members may be indicated in some cases. (See the General Policies and Disciplinary Procedures Handbook as well as the Student Council and Student Associations Manual for additional guidelines on these situations).
2. Committee discussion with the student often leads to documented problem solving and evaluative strategies. If the student improves, and the behavior is corrected, then the student may continue in the program. If the student does not show improvement, termination from the program should be recommended. Unacceptable student behavior and performance cannot be overlooked. They must be documented by the affected party and examined under the applicable dispositions of the General Policies and Disciplinary Procedures Handbook which provides the procedures to deal with unacceptable student behavior. It lists the factors that constitute unacceptable behavior and the sanctions that may be imposed for minor and major violations of the University's Code of Conduct.

Faculty members will be asked, as needed, to be members of a Quality Assurance Committee (QAC) convened by the Program Director as a fact finding body when there is a complaint under the General Policies and Disciplinary Procedures Handbook.

3. Academic grievances may be initiated only when a student can present evidence to substantiate claims of: (a) arbitrariness, (b) capriciousness, or (c) discrimination.

### **5.18 ACADEMIC ISSUES**

1. One of the purposes of graduate students' evaluations is to provide timely feedback regarding theoretical and content mastery of coursework. It would be ideal if the Faculty's and the student's perceptions of grade determination were identical, but sometimes this is not the case. Faculty members determine their course policies, procedures, and evaluative criteria, and are encouraged to give timely midterm feedback to their students through such mechanisms as the mid-session evaluation process. Students are notified in advance of the course withdrawal deadline and their standing in the course. They must determine their own options of continuing or withdrawing from courses.
2. A student who challenges a final grade must do so under the Academic or Grievance Procedures of the General Policies and Disciplinary Procedures Handbook. The student bears the responsibility of documenting any allegation that the grade was unjustly determined, keeping in mind that stated course policies and procedures apply equally to all students in the course. Grades of "AW" for withdrawal and "I" for incomplete (accompanied by a letter grade reflecting the work to date plus the grade of "F" for work still outstanding) are issued based on the institutional policy stated in the catalog.
3. The University grade grievance procedures protect students' rights to due process. The Faculty's academic freedom is also protected.
4. A student who wishes to contest a grade should first notify the faculty member responsible for the course in question and attempt to resolve the problem at that level. If resolution is not achieved at this level, the student may file a formal



grievance to the Academic Program Director with written documentation and evidence to support the allegations. All Faculty members must familiarize themselves with the dispositions of the General Policies and Disciplinary Procedures about academic and grade grievances.

#### **5.19 GUIDELINES FOR STUDENT BEHAVIOR**

All students registered at the University are subject to federal and state laws, municipal and/or county ordinances, as well as to institutional, professional, and ethical requirements pertaining to each student's program. Any violation of these laws and regulations may be sufficient reason to impose disciplinary sanctions. See the applicable General Policies and Disciplinary Procedures Handbook for additional information.

## PART VI FACULTY RECRUITMENT, SELECTION PROCEDURES, AND REQUIREMENTS

### 6.1 FACULTY RECRUITMENT, SELECTION PROCEDURES, AND REQUIREMENTS

The recruitment and selection of Faculty candidates at the University is rigorous and competitive. The position announcement describing the desired qualifications is published in journals related to the professional area of the position and in local newspapers, following the guidelines of the Human Resources Office. The Director of the Academic Program, together with his/her Faculty, selects those candidates considered most competent to satisfy the program needs in terms of teaching, research, and services. The selected candidates are interviewed by the program Faculty and the Academic Program Directors, who submit their recommendation for appointment to the Provost, who, in turn, presents recommendations, including academic rank, salary, and academic responsibilities to the President for final approval.

#### [Application for Employment](#)

The University reserves the right to confirm the veracity of information contained in the resume or curriculum vitae provided by each candidate for employment, as well as any other information provided during the recruitment process. Any false representation, falsification, inaccuracy, or omission of information may result in the immediate disqualification and summary rejection of the candidate or in the immediate termination of his/her appointment.

As part of the application for employment process at the University, each candidate for employment must provide the following documents:

- a. Official transcript of academic credits, received directly from the institution(s) of higher education where the applicant studied
- b. Applicable licenses and certifications required to exercise their profession, issued by the respective governmental or professional board entities
- c. Certificate of non-criminal record issued by the Puerto Rico Police Department (for employees at the San Juan campus).

- d. Certificate of no debt from ASUME (Child Support Agency) or certificate that the applicant is up to date in his or her obligations (for employees at the San Juan campus)
- e. Copy of the passport or other government-issued identification document
- f. Copy of the Social Security card
- g. Documentation showing eligibility for employment in the United States and Puerto Rico (unless such eligibility is established by the foregoing documentation).

### Employment References

All candidates for employment should present three verifiable professional references related to experience in previous positions held. These will be taken into consideration when the candidate is evaluated and will be verified by the personnel of the Human Resources Office.

### Verification of Professional References

It is institutional policy to verify professional references of all applicants. This information will form part of the employee's file and will be managed confidentially.

### Good Conduct Certificate/Background Check

All candidates for employment at the San Juan Campus will present a Certificate of Non-Criminal Record issued by the Police Department (*Certificado Negativo de Antecedentes Penales*). (This process applies only to the San Juan Campus.) For the Miami Campus employees, a background check is conducted by the Human Resources Department, as part of the candidate's evaluation.

All Faculty hired must have a complete file in the personnel office which includes the following documents:

- 1. Application for Employment
- 2. Curriculum Vitae, Letters of Reference
- 3. W-4 (except those paid through Professional Services)
- 4. I-9 (required by law)
- 5. OFFICIAL school transcripts of all higher education degrees or training attained (regardless of position)
- 6. Copy of professional and certification licenses (if applicable)
- 7. Copy of employment contract (if applicable)

8. Personnel Data Sheet
9. Job Description
10. ID card with photograph
11. Confidentiality Statement
12. Acknowledgment of receipt of Employee Handbook
13. Signed copy of the Conflict of Interest Policy
14. Signed copy of the Sexual Harassment Policy

Faculty members will not be hired or rehired, until their file is complete. The Faculty members should update their files upon rehire, if their positions and personal data have changed.

After the position has been advertised, the Academic Director and the Human Resources Director will validate a qualified pool of candidates for the position. The Provost selects a Faculty Screening Committee. The interviewing committee members ask candidates about their qualifications, select finalists, and rank them in order, when making recommendations to the Academic Program Director.

Under no circumstances should the Faculty Screening Committee discuss salary, fringe benefits or position commitments with any applicant.

#### Internal and External Position Announcements

Position Announcements will be made simultaneously, internally and externally. All employees interested in a position should verify if they possess the minimum academic requirements, experience, tasks, and responsibilities detailed in the announcement. All internal applicants should notify their supervisor of their interest in being considered under the terms of the internal announcement. In such cases, the current applicant's supervisor will make a recommendation of the employee's performance. The Office of Human Resources will notify in writing all applicants regarding the final decision concerning their application.

#### Identification Badges

All employees of the University will be issued an identification badge. It is important that this badge be visible and accessible at all times while the employee is at the Institution. If the badge is lost, becomes damaged, or is stolen, the employee must inform his/her immediate

supervisor in writing and request a new badge. The employee will absorb the cost of the replacement card and will pay for it at the Finance Office.

### Employment of Relatives

The University seeks to provide equal employment opportunities to all qualified candidates. Family relations in the workplace, as defined below, may appear to be a conflict of interest that could have an adverse impact on the University's functions. This is especially true if a family member has direct or indirect influence over the conditions of employment of the other family member. In order to ensure that family relationships do not influence judgment on the quality of work or decisions on hiring, assignments, transfers, promotions, dismissal, or conditions of employment, no person may directly or indirectly supervise another person to whom he/she is related, including spouses or domestic partners. In addition, for the same reasons mentioned above, the University will not place spouses or domestic partners in the same department, division, or facility, if doing so would create a potential conflict of interest or hazard. For the purpose of this policy, family members are defined as spouse, domestic partner, or children, parents, grandparents, grandchildren, siblings, parents-in-law, uncles, and cousins to the third degree of consanguinity.

Any exceptions to the above rules need the written authorization of the Provost and/or the President, as the case may be.

In their application, all candidates for employment must reveal any family relationship with any employee of the University. In such cases, the Human Resources Office should notify the Provost and/or President of the situation before proceeding with the recruitment and the evaluation of candidates for the position. The applicant will be notified that the evaluation will continue, if authorized by the Provost or President, as may be the case. The Provost will evaluate the case and determine if the relationship does not represent a conflict of interest for the operations of the Campus prior to authorizing hiring with the authorization of the President. When the application is for a position in the Office of the President, the decision will be made by the President. If the family relationship, as defined above, is with the Provost, the decision will be made by the President. If the relationship is with the President, the BOARD will determine if the family relationship represents a conflict of interest for the University.

In any case, to assure that the family relationship does not influence judgment in relation to the quality of work or decisions relating to hiring, promotion, termination, or employment

conditions, no person should directly supervise another with whom a family relationship exists, as defined in this Handbook.

An employee who does not comply with this policy will be subject to the corresponding disciplinary process which may include suspension of employment without pay and possible termination of employment.

## **6.2 PAYROLL ISSUES (Link to Employee Handbook for sections listed without description)**

### **Payroll Deductions**

### **Corrections Relating to Payroll**

### **Updating Employee Information**

### **Access to Employee's File and Disclosure of Information**

### **Faculty Employment Status Decisions**

The employment status of colleagues is a primary responsibility of the Provosts and the President, with due regard for Faculty recommendations and input. The Faculty is involved in proposing new positions, outreach efforts to fill positions, and interviewing and recommending candidates to the Provosts for final appointment by the President. Faculty search committees have primary responsibility for evaluating the credentials of applicants for Faculty positions and performing the initial screening interview of candidates, based on the academic needs of the program. Throughout the selection process, Faculty input is encouraged and supported. Following the channels of appeal, any member of the Faculty may request reconsideration of a decision reached by the Provosts or the President. The transfer of a Faculty member between departments will be granted upon approval by the President in consultation with the Provosts, according to institutional needs. The Faculty will be informed in a timely way to allow adequate input on the transfer decision. In such instances, the Faculty and the Academic Program Director are encouraged to raise concerns regarding the impact of the transfer on the academic programs and training concerned.

The results of faculty evaluations are utilized for the faculty's professional development and institutional improvement. The Provosts and the President are involved in the selection of administrators, especially of those who have responsibilities in academic programs. A search committee is established, composed of Faculty and other members of the institution, to screen and recommend candidates for administrative faculty positions. This includes input into the position description and evaluation of applicant credentials. The selection of key institutional administrators is an open, fair, and non-discriminatory process. All contractual matters for these positions are approved by the President.

Academic Program Directors are selected and appointed from members of the Faculty and/or outside candidates. Academic Program Directors have faculty appointments and are evaluated by the Provost and the President. Program Directors are considered to be in positions of trust which require exclusivity with the University. Should an administrator holding a faculty position be asked to resign from a position, on a case-by-case basis, she/he may be allowed to return to a Faculty position in accordance with institutional needs and subject to financial viability.

Faculty contracts are negotiated on an individual basis with the respective campus Provost and the President. The Provost and the President evaluate Academic and Non-Academic Program Directors and their performance on a regular basis.

### **6.3 FACULTY AND EMPLOYEE CONDUCT AND WORK RULES ([Link to Employee Handbook](#))**

### **6.4 GRIEVANCES AND APPEAL PROCEDURES FOR CARLOS ALBIZU UNIVERSITY**

#### **EMPLOYEES AND FACULTY ([Link to Employee Handbook](#))**

All Faculty members must familiarize themselves with the dispositions of the General Policies and Disciplinary Procedures Handbook about academic and grade grievances.

#### **6.4.1 EQUAL EMPLOYMENT OPPORTUNITY ([Link to Employee Handbook](#))**

### **6.5 SEXUAL HARASSMENT POLICY AND PROCEDURES ([Link to Employee Handbook](#))**

6.6 ROMANTIC OR SEXUAL RELATIONSHIP POLICY ([Link to Employee Handbook](#))

6.7 DISCRIMINATION ISSUES ([Link to Employee Handbook](#))

6.8 COMPLIANCE WITH LAWS AND IMMIGRATION REGULATIONS ([Link to Employee Handbook](#))

6.9 POLICIES REGARDING CONFLICTS OF INTEREST ([Link to Employee Handbook](#))

6.10 INSTITUTIONAL POLICY ON ELECTRONIC VIGILANCE BY RECORDING CAMERAS  
([Link to Employee Handbook](#))

6.11 DOMESTIC VIOLENCE ([Link to Employee Handbook](#))

6.12 DRUG AND ALCOHOL ABUSE ([Link to Employee Handbook](#))

6.13 POLICY ON THE APPROPRIATE USE OF INFORMATION RESOURCES ([Link to Employee Handbook](#))

6.14 GIFTS AND DONATIONS ([Link to Employee Handbook](#))

6.15 PROMOTIONS, SALES, AND COLLECTIONS ([Link to Employee Handbook](#))

## 6.16 APPLICABILITY AND AMENDMENTS

### [Applicability \(Period in Force\)](#)

This Faculty Handbook will enter into force 30 calendar days after approval by the BOARD and will invalidate any previous disposition(s) contrary to what is contained herein.

### [Amendments](#)

Proposals for amending this Handbook may be originated by the President of the University or the BOARD and require the approval of the BOARD. Immediately after approval, copy of



said amendments shall be handed out to faculty and administrators that deal with issues related to the amended sections.

The University reserves the right to modify, revoke, suspend, terminate, or alter any or all of the policies and terms of this Faculty Handbook.

## PART VII INSTITUTIONAL DOCUMENTS FOR FACULTY AND STUDENTS

### 7.1 LISTING OF INSTITUTIONAL DOCUMENTS FOR FACULTY AND STUDENTS

Hard copies of the following documents are located in all academic programs, student service areas (e.g., the offices of Admission, Financial Aid, Registrar's), and in the Carlos Albizu Library. Electronic versions may be found on our website at [www.albizu.edu](http://www.albizu.edu).

- CARLOS ALBIZU UNIVERSITY San Juan and Miami Campus Catalogs
- Academic Calendars
- Academic Governance Policy
- Undergraduate Student Handbook
- Graduate Student Handbook
- Student Rights and Responsibilities Handbook
- General Policies and Disciplinary Procedures Handbook
- Sexual Harassment Policies and Procedures Handbook
- Carlos Albizu University Library Policies and Procedures Handbook

Additional Handbooks pertaining to specific academic programs (e.g., Goodman Psychological Services Center Student Clinic Handbook, Doctoral Project Handbook, MS ESE Student Handbook, etc.) are available in the respective academic program office.

## **PART VIII EQUAL ACCESS/EQUAL OPPORTUNITY**

### **8.1 EQUAL ACCESS/EQUAL OPPORTUNITY**

The University is an equal access/equal opportunity employer and is committed to employ, train, discipline, classify, compensate, and promote qualified personnel without regard to race, color, gender, religion, political idea, age, lifestyle, national or ethnic origin, handicap or other protected categories, in compliance with all federal and state legislation and regulations pertaining to non-discrimination.

The employees of the University are expected to teach and work with other employees in compliance with the equal access opportunity policy of the University.

The University is committed to provide equal educational opportunities to all qualified prospective students and enrolled students, regardless of race, color, gender, religion, political idea, age, lifestyle, national or ethnic origin, handicap, or other protected categories. This commitment to equal opportunity includes the following: recruitment, admission, programs and activities, facilities, and financial assistance. Faculty members are reminded that as a multicultural training institution, issues of linguistic sensitivity arise and are recognized. The University students are permitted the choice and opportunity to maximize their oral and written communicative abilities in presentations, essay examinations, and dissertations.

## PART IX LOCATION AND CONTACT INFORMATION

### 9.1 Location and Contact Information

The San Juan Campus of the University is located at Calle Tanca #151, at the corner of Calle San Francisco in Old San Juan. The telephone number is (787) 725-6500, and the fax number is (787) 721-7187. The web site is <http://www.albizu.edu>. The mailing address is:

Universidad Carlos Albizu  
P.O. Box 9023711  
San Juan, P.R. 00902-3711

The Mayaguez University Center, affiliated to the San Juan campus, is located at 56 Calle Jose De Diego, Mayaguez, P. R. 00680. The telephone number is (787) 838-7272. The mailing address is the same as the physical address.

The Miami campus is located at 2173 NW 99<sup>th</sup> Ave., Miami, FL 33172-2209. The telephone number is (305) 593-1223, and the fax number is (305) 592-7930. The web site is <http://www.albizu.edu>. The mailing address is:

Carlos Albizu University  
2173 NW 99<sup>th</sup> Ave.  
Miami, FL 33172-2209