



COLLEGE OF SOCIAL SCIENCES

Faculty Handbook

Approved by the Faculty of the College on Tuesday, September 06, 2011

*Revised Friday, June 15, 2012 upon the request and authority of the Provost and Vice President for
Academic Affairs*

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CHAPTER 1: About the College of Social Sciences

INTRODUCTION

Loyola University New Orleans' College of Social Sciences (hereafter, the College), in line with the University's Mission and Goals, is committed to linking educational excellence with social justice. The College is distinguished by its diversity, innovation, and commitment to offering a full range of high quality educational opportunities, fostering the discovery and dissemination of new knowledge by supporting research, scholarship and creative activity, and applying existing knowledge to address social and environmental problems in the city, state, national, and global communities.

Honoring the Jesuit vision of education, the College offers a rigorous value-based education that epitomizes thinking critically, acting justly. The schools and disciplines of the College, converging on the social sciences, are committed to providing knowledge that is basic as well as emergent. They are dedicated to redefining higher education from a once-in-a-lifetime educational paradigm to one that views education in holistic terms and as an ongoing and regular lifelong opportunity. The College functions as an epicenter of learning that serves a wide range of student needs and guides how new knowledge evolves and how it is used.

MISSION STATEMENT

The College of Social Sciences values both theoretical and practical knowledge and understanding of human interactions within the context of creation. We are a community of diverse scholars that fosters and promotes excellence in teaching, rigorous scholarship, influential community service, and other core Jesuit values. The College of Social Sciences prepares students for meaningful, productive lives, grounded in critical thinking and compassionate action.

GOALS

TBD by Strategic Planning Committee.

Chapter approved by the Faculty of the College on Tuesday, September 06, 2011.

CHAPTER 2: Faculty Bylaws

PREAMBLE

The By-Laws of Loyola University College of Social Sciences are established by the approval of the faculty of the College. They define the purpose and functions of the faculty, faculty committees, their membership, and their charge. They provide rules of operation for the faculty and indicate the mechanism for faculty participation in committees within the college.

ARTICLE I. NAME

This organization shall be known as the College of Social Sciences Faculty hereafter referred to as the Faculty.

ARTICLE II. PURPOSE AND FUNCTION

Purpose. The purpose of the By-Laws of the Faculty is to facilitate involvement of members in the governance of the College. Through shared authority and interdependent responsibility for decision-making, activities are directed toward achieving the goals of the College. The Faculty convenes as a body known as the Faculty of the College. The Faculty of the College is the principal body through which members influence the policies and operation of the College. The purpose of the Faculty of the College is to plan, implement, and evaluate the educational programs of the College including: curricula; policies and procedures related to admissions, progression and retention of students; and activities and issues related to student affairs.

Function. The functions and responsibilities of the Faculty of the College include, but are not limited to, the following:

1. Formulate the mission, goals and objectives of the College.
2. Plan, organize, implement, and evaluate the educational programs.
3. Determine norms for promotion and tenure that are consistent with the *University Faculty Handbook*, the mission of the College and the goals and objectives of specific academic departments.
4. Support professional and scholarly activities and interdisciplinary dialogue of faculty and students.
5. Formulate and implement policies and procedures for:
 - a. Admission, selection, and graduation of students;
 - b. Planning, review, and revision of College curricula; and
 - c. Evaluation of all aspects of the educational programs, including formal procedures for student evaluation of courses taught through the College and utilization of data generated from student course evaluations.
6. Receive reports and recommendations from standing committees and make decisions concerning academic policies and procedures.
7. Receive from each standing committee an annual report which summarizes committee activities during the academic year.

ARTICLE III. MEMBERSHIP

Membership.

1. Active membership is comprised of all full-time Ordinary and Extraordinary Faculty of the College of Social Sciences.
2. Part-time Faculty are associate members and may attend all Faculty meetings.
3. A representative from the Dean's Student Advisory Council is welcome to attend a Faculty meeting at any time. Student representatives do not have voting privileges, and may be excused from the meeting when the Faculty discusses items of a sensitive nature.

ARTICLE IV. OFFICERS

Dean.

1. The Dean serves as Chair of the Faculty of the College, the Council of Directors and Chairs (CDC) and the Strategic Planning Committee
2. In the event of his/her absence, the Dean shall appoint an acting Chair.
3. The duties of the Chair are to:
 - a. Call and preside over each meeting of Faculty of the College.
 - b. Call special meetings as needed.
 - c. Prepare an agenda for all meetings and circulate it to members four (4) working days prior to the meeting.
 - d. Review minutes of the meetings and preserve all records of the organization.
 - e. Appoint special or ad hoc committees as necessary.
 - f. Serve as a resource person for the ad hoc committees in an ex-officio capacity.
 - g. Prepare an Annual Report on the state of the College to be presented to the Faculty at the first meeting of the following academic year.
 - h. Execute Faculty-approved recommendations through appropriate channels and report to the Faculty the disposition of such recommendations.
 - i. Hold elections for membership to the standing committees at the first Faculty meeting of the academic year. When desirable, elections for the next year may be held at the last Faculty meeting of the academic year.

Secretary to the Faculty Organization.

1. The Dean may appoint a Secretary for the Faculty of the College from the staff of the College.
4. The duties of the Secretary are to:
 - a. Record who is present and absent;
 - b. Record, review, and post to the College Intranet the minutes of all meetings;
 - c. Four (4) days prior to each meeting, circulate and/or post to the college Intranet the minutes of the previous meeting and agenda for the next meeting. Minutes and agenda shall be distributed to all Faculty members. The Faculty shall approve the minutes at the scheduled meeting. The secretary for the Faculty will include copies of the minutes in the official online archive and a hard copy minute book, which is maintained in the College of Social Sciences office.

ARTICLE V. STAFF

Staff.

1. Purpose. Staff from the College may be appointed by the Dean to serve as the Secretary (See Section IV).
2. In general, staff will provide administrative support services at the request of faculty, the chairs and directors or the Dean of the College.

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ARTICLE VI. MEETINGS

Regular Meetings. Regular meetings of the Faculty shall be held no fewer than three times each semester during the academic year. The agenda of the meeting must specify items for report, discussion, and action. Reports and informational items should not ordinarily be the sole agenda. Meetings shall not ordinarily exceed one and one-half hours in duration.

Special Meetings. Special meetings of the Faculty may be called by the Chair, or at the request of one-fourth of the active membership. Special meetings may be called for discussion and to obtain action of the Faculty on specified agenda items.

Quorum. A quorum is required for a vote of the Faculty. Therefore, no binding vote may be taken on any issue without a quorum. Fifty percent plus one of the active membership shall constitute a quorum. At the first Faculty meeting of each academic year, the Chair of the Faculty shall determine what number constitutes a quorum. Written proxy votes are counted toward a quorum. No more than three proxies can be carried by an individual in attendance.

Voting. Each active member has one vote. Associate members are not permitted to vote. Except as otherwise provided in these by-laws, a decision by the majority of voting members, after a quorum is established, is considered to be the action of the Faculty.

Robert's Rules of Order are adopted as normative in matters of order and parliamentary procedure at the meetings of the Faculty, except as follows: When there shall be present for a meeting of the Faculty a number equal to at least one-third of the full-time Faculty members of the College but less than a quorum as described in paragraph 5.3 above, the Faculty may, by majority vote of those present, resolve itself into a Committee. The Committee so established may do the following but no more: discuss and debate the items of the agenda; offer proposals to be voted upon by mail ballot by the entire membership of the Faculty; and establish committees to study matters of concern to the Faculty, any such committee being charged with reporting to the entire membership of the Faculty.

Each year the parliamentarian, selected by the Dean, will recommend that the Faculty follow a particular edition of Robert's Rules of Order. The edition must be in print or generally available. Absent a majority vote of members present and voting to overrule the parliamentarian's recommendation, that recommendation is accepted.

ARTICLE VII. COMMITTEES OF THE FACULTY

Authority and Responsibility. The Faculty has the authority and responsibility for approving recommendations of the various committees and for implementing academic and faculty policies. Certain functions may be delegated by the Faculty to standing or special ad hoc committees.

ARTICLE VIII. STANDING COMMITTEES

Standing Committees.

The standing committees of the Faculty are:

1. Council of Directors and Chairs (CDC);
2. Strategic Planning Committee (CSPC).
3. Courses and Curriculum Committee (CCC);
4. College Rank and Tenure Committee (CRTC);

Membership.

1. Council of Directors and Chairs (CDC) membership includes the Dean, Department Chairs, and Directors.
2. All standing committees, except the CDC, shall be comprised of at least one elected active faculty member from each department and/or school.
3. A term of membership for all committees except CDC is two academic years, beginning with the fall semester through the end of the spring semester.
4. The number of terms served on a committee by any member shall not be limited.
5. If Faculty size permits, membership on all committees shall be staggered to provide for carry-over representation. Each committee shall establish a protocol for staggering the membership.
6. When a committee vacancy arises, the Chair of that committee will inform the Secretary to the Faculty. The Secretary will inform the Dean of the need to fill the vacancy in accordance with the provisions of these By-Laws.
7. Standing committees may invite resource persons to advise them.

Committee Officers.

1. Chair.
 - a. The membership of the CCC and CRTC committees elects a Chair annually at the first committee meeting in the Fall.
 - i. The Chair shall serve for the academic year.
 - ii. A committee member may serve as Chair for two terms, renewable after a one-year term.
 - b. The duties of the Chair:
 - i. Chair all committee meetings;
 - ii. Prepare a meeting agenda;
 - iii. Ensure that minutes (except for CRTC) of meetings are kept in the Dean's Office and posted on the CSS Intranet;
 - iv. Present an annual summary report of the Committee's work at the last faculty meeting of the year;

- v. Serve as an ex-officio member of any subcommittee formed by the standing committee; and
 - vi. Prepare a calendar of meeting dates for the academic year.
2. Secretary.
- a. The chair of each committee may serve as the secretary or a committee member will be appointed by the chair at each meeting to serve as the secretary.
 - b. The duties of the secretary are to:
 - i. Record who is present and absent;
 - ii. Record, review and sign the minutes of the meeting's proceedings if decisions were made at the meeting; and
 - iii. Circulate the minutes of the previous meeting to the committee Chair and all members of the committee. The approved copy of the official minutes shall be distributed electronically to the Secretary of the Faculty for inclusion onto the College Intranet site.

Meetings.

1. Each standing committee shall meet as often as necessary, but no less than once during the academic year, to carry out its stated functions.
2. Each committee is authorized to create appropriate subcommittees. The committee will determine the size and distribution of membership for subcommittees.
3. Subcommittee will send their recommendations to the parent committee for action.
4. A quorum for any meeting of a standing committee shall consist of a majority (e.g. 3 out of 4) of the voting members. If a quorum is not obtained (either through actual presence of the members or written proxies), the committee should ordinarily reschedule its meeting.
5. Any faculty member may attend any standing committee meeting, (with the exception of College Rank and Tenure Committee) or any subcommittee or special meeting of a standing committee.

Ad Hoc Committees.

1. Purpose. Ad hoc committees shall be established and dissolved as deemed necessary.
2. Functions.
 - a. Perform the tasks for which it is created.
 - b. Hold meetings as necessary to complete assigned tasks.
 - c. Submit written progress reports to Faculty at appropriate intervals.
 - d. Submit a written final report at the completion of assigned tasks.
3. Membership. To be recommended by the membership of the Faculty or at the request of the Dean.

ARTICLE IX. SUSPENSION AND REVISIONS OF BY-LAWS

Suspension of By-Laws. These By-Laws may be suspended by the Faculty of the College by a three-fourths majority vote of those present after a quorum has been established.

Revision of By-Laws. The By-Laws will be automatically opened for revision in January of each calendar year. These By-Laws may be revised by a three-fourths majority vote of the Faculty

present after a quorum has been established. Voting transpires after the proposed revision(s) when the rationale has (have) been circulated for a minimum of two (2) weeks. The voting must take place before or at the last College faculty meeting of the Spring semester.

Chapter approved by the Faculty of the College on Tuesday, September 06, 2011.

CHAPTER 3: Structure of the College

GOVERNANCE

Governing Body

All full-time faculty of the College constitute the governing body for the College, and as such operates according to the provisions of the College Handbook and the latest revision of the University Faculty Handbook.

Relationship to the University Faculty Handbook

Nothing in the protocol shall be construed to contravene the Loyola University Faculty Handbook.

COLLEGE RESPONSIBILITIES

Dean

The Dean serves as the College Chief Academic and Administrative Officer and is directly responsible to the Provost and Vice President for Academic Affairs. The Dean has specific responsibility for planning and development of college curriculum, policies, and procedures to meet the current and long-range needs of the faculty and student body and to fit into the total objectives of the university. He or she is responsible for the interpretation and implementation of the academic regulations of the college.

The Dean exerts leadership in the pursuit of the objectives of the College and collaborates, where appropriate, with the faculty of the College and with student representatives. The Dean makes recommendations and has responsibility for all matters of faculty status for faculty in the College; delegates faculty teaching assignments to the Chairs/Directors of academic units; makes determinations concerning the academic status of students; prepares the budget for the College based on resource needs of each unit, and advocates for the College in consultation with administrators of the University.

Within the framework of University policies and procedures, the Dean has a primary responsibility for supporting the University's mission, philosophy, institutional history, and Jesuit values, and for the administration, well-being and development of the College, its faculty, courses of study and diverse activity. The Dean is responsible for the interpretation and implementation of the academic regulations of the College.

Assisting the Dean in this endeavor are the Associate Dean, Academic Counselor and administrative support staff who perform such duties and exercise such authority as may be delegated to them by the Dean. In general, they are responsible for maintaining the College's annual budget as approved; supporting marketing initiatives for undergraduate and graduate; and supporting the College's mission and goals. Their administrative and support functions also include conveying information on a timely basis regarding academic requirements, policies, and procedures while ensuring

compliance with Family Rights and Privacy Act and all other applicable laws and regulations; and maintaining necessary records to monitor students progress toward educational goals.

APPOINTMENT

The Provost and Vice President for Academic Affairs in conjunction with the President appoint the Dean of the College after consultation with the faculty. The approval of the President is needed for all decanal appointments. The length of term of the Dean is negotiated in the hiring agreement with the Provost and Vice President for Academic Affairs.

SPECIFIC DUTIES AND RESPONSIBILITIES:

In consultation with Unit Leadership, the Dean determines the activities required to achieve the goals of the college and assigns responsibility and authority to perform these activities according to an established sequence or schedule; establishes criteria and procedures to assure that the college and its members are fulfilling assigned responsibilities in a manner within accepted policies of the university; provides leadership and promotes competence within the faculty of the college; creates conditions conducive to the improvement of instruction and scholarly research; develops and utilizes a communications system to assure intra-college information exchange; harmonizes conflicting demands, standards and overlapping functions arising in the administration of academic units.

The Dean also serves *ex officio* as a non-voting member of all standing committees of the college; has the option to call *ad hoc* committees on particular questions; oversees recruitment, selection, promotion and retention of faculty based on criteria established through consultation and cooperation with the faculty and administration; oversees faculty teaching loads, oversees rank and tenure, and ensures that a high level of instruction is achieved and maintained.

The Dean has strategic oversight of each academic unit and fosters innovations in consultation with the curriculum committees and academic units of the college in order to maintain the currency of the College and its ability to meet change in the needs of students and of society; institutes periodic programmatic reviews in accordance with the plan prepared by the Standing Council for Academic Planning; encourages improvement of the curriculum in the areas of general and advanced education including the common curriculum of the university and the university honors program, and promotes innovative programs of instruction and study.

The Dean oversees the admission, dismissal, and academic standing of students; certifies candidates for degrees; provides for and participates in academic counseling and direction of students and decisions in instances of departures from the academic norms of the college; obtains from appropriate sources within the university and keeps on file such records as are necessary to perform the functions of the Dean's Office.

The Dean provides a formal link of communications between the college and other parts of the University; serves as a member *ex officio* of the Deans' Council; actively participates with other branches of the University in curriculum reform, student recruiting and retention efforts and improved registration processes.

The Dean oversees the preparation and administration for the budget for the College including faculty salaries, staff salaries, and all instructional and operational expenses; with input from each Unit Leader, the dean approves and oversees operational budgets of academic units; negotiates salary adjustments and makes recommendations about salaries to the Provost and Vice President for Academic Affairs.

The Dean ensures the operational success of the College, including oversight of the scheduling of classes. The Dean also supervises college office staff and general office functions.

The Dean fosters interdisciplinary programs with other colleges and/or units, educational institutions, government agencies, or private industry; represents the college in professional associations, accrediting agencies, government bodies, foundations, and the business community; sponsors faculty participation with professional organizations; engages in fund raising functions external to the university and identifies potential sources of revenue for the university through contacts with government, foundations, the business community and alumni groups; assists in general University activities as they pertain to interests external to the College proper (i.e., alumni relations, fund raising, parent relations).

The Dean may be assisted in the duties of the office by the Associate Dean.

EVALUATION

The Provost and Vice President for Academic Affairs shall evaluate the Dean at the end of the first year of service and every three years thereafter.

Revised Friday, June 15, 2012 upon the request and authority of the Provost and Vice President for Academic Affairs.

Associate Dean

The Associate Dean is appointed by the Dean of the College with the approval of the Provost and Vice President for Academic Affairs.

SPECIFIC DUTIES AND RESPONSIBILITIES

The Associate Dean (AD) has operational oversight over the academic progress of the students in the College of Social Sciences. The AD carries out academic action such as Dean's list, probation, exclusions, readmission, special evaluations, etc. The AD oversees the implementation of all facets of the College's degree programs including common curriculum, major, minor, foreign language and electives. The AD reviews and attempts to resolve students' academic problems, including clarification of requirements, waivers, substitutions, exceptions, complaints, and so forth.

The Associate Dean is also responsible for leading and monitoring the approval of all CSS Courses and Curriculum (both undergraduate and graduate) proposals through university processes in a timely manner.

Additionally, the AD supervises the responsibilities of the College's Academic Counselor such as graduation audits and certifications; transfer evaluations on the college level (i.e., "translation" of credits into specific CSS programs); monitors the process of awarding external credit (i.e., AP, CLEP, etc.) and non-traditional programs for credit; monitors the granting of internal credit based on placement exams, credit by exam, etc., supervises the academic advising system for the college and oversees the maintenance of student records needed to support the work of academic advisors.

AD's other responsibilities also include, preparing the College portion of the University Bulletin; serving as administrator for grade appeal and academic dishonesty cases for the College; serving on the Associate Dean's Council, is ex-officio on the Council of Directors and Chairs, the Courses and Curriculum Committee, the Common Curriculum Committee, the University Curriculum Committee, the Admissions Standards and Policies Committee, the Strategic Planning Committee. The Dean chairs the Dean's Student Advisory Council.

Evaluation

The Associate Dean reports directly to the Dean who is responsible for the evaluation of the AD's performance. As part of this evaluation process the Dean incorporates feedback from key stakeholders in the review process.

Council of Directors and Chairs

The function of the **Council of Directors and Chairs** (CDC) is to advise the Dean in all matters pertaining to the well being of the College.

The Chairs and Directors, hereinafter referred to as unit leaders, are appointed by the Dean in association with faculty recommendations and with the approval of the Provost and Vice President for Academic Affairs.

The membership of the CDC consists of all academic Unit Leaders. The Dean chairs the CDC and appoints a recording secretary to record minutes of all meetings.

The Dean shall seek input from the CDC on substantive issues on a regular basis. Normally, the Dean will consult with the CDC regarding items that will appear on the agenda for the College Assembly. Unless an item is certified as an emergency by the Dean, any relevant documents relating to any item on the agenda shall be distributed to the CDC members at least four working days prior to the meeting.

The CDC shall meet at least once a month during the regular academic year.

The CDC may initiate the discussion of an item or make a recommendation on any item and may present to the full faculty for discussion and/or approval.

Unit Leaders have the responsibility for both the strategic direction and daily maintenance of operations within their academic units, and, in accord with University and College protocols, are responsible for all academic and personnel matters.

The Unit Leaders work with members of the Office of the Dean in all academic and personnel matters involving their respective faculty and staff. The Chairs and Directors have responsibility of all budgetary, personnel, and academic transactions for the academic unit pending the approval of the Dean and in some instances, approval of the Provost and Vice President for Academic Affairs. They also are responsible for proper planning and negotiation for necessary resources and in some cases fundraising in coordination with the Office of Institutional Advancement.

Chairs and Directors are responsible for keeping the Office of the Dean apprised of all matters of the faculty, staff, students, and the academic units in general.

ADMINISTRATIVE STRUCTURE

Office of the Dean

The Office of the Dean is the leadership and support center to all units within the College. The Office of the Dean oversees policies and procedures for the College, and serves as the routing office for all administrative approval. The Dean is responsible to allocate college resources consistent with strategic plan of the college and the needs of the units.

Units

The College is organized into academic units consisting of administrators, faculty, staff, and students. Faculty are engaged in teaching, service and/or research work in a given subject report to a Unit Leader. The Unit Leader, in cooperation with the members of the unit, shall serve as leader and director in all affairs pertaining to the effective work of the unit.

The Unit Leader is appointed by the Dean with the approval of the Provost and Vice President for Academic Affairs following the selection procedures as set forth at the university.

For purposes of divisional representation, the units of the College are divided as follows:

- Department of Counseling
- Department of Criminal Justice
- Department of Political Science
- Department of Sociology
- Loyola Institute for Ministry
- School of Mass Communication
- School of Nursing

All academic units are required to have at least two formal unit meetings in each semester, the minutes of which should be placed on the unit's Intranet site.

All units should have a statement in their unit protocol describing the involvement, if any, of the unit's students in the deliberations of the unit.

All proposals emanating from the College to committees of the university (e.g., Common Curriculum, Planning, SCAP, etc.) shall be routed through the Dean's Office and placed on the college Intranet site.

Centers and Institutes

Centers and institutes are valued and encouraged at the University. They create a venue for faculty and students to come together to solve a common goal. They are an expression of our Jesuit values, encouraging excellence with consideration for the good of humanity. Together with our other centers of academic outreach, they create points of interaction, within the University and between the University and the community, to share our values and talents with society.

Each center is developed to fill a particular need. These centers extend campus infrastructure to the entire University allowing multidisciplinary groups to come together on campus and respond to great challenges and opportunities.

Large project centers or institutes, generally funded by an outside agency, are organized around a specific objective and have a natural lifespan. The exception is the Loyola Institute for Ministry, which is an academic unit offering graduate degrees and a variety of certificate programs.

Centers and institutes vary in size and are formed from faculty initiatives; they are frequently funded by the College and/or academic area schools/departments. All are subject to evaluation policies and procedures as required by the University. See Appendix A for the College of Social Sciences Organizational Chart.

Center and Institute Leaders Evaluation

Center and institute leaders will be evaluated annually following the criteria set forth for Academic Unit Leaders in Chapter 10 of this handbook.

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Faculty

The purpose of faculty is to expand the knowledge of students, peers, and scholars, to lead to the discovery of new knowledge and insights, and to meet the changing needs of the local community, the state, and the nation.

University faculty conducts teaching, research, community services and scholarly activities that ordinarily occur within academic units as well as centers and institutes which may involve interdisciplinary efforts. These activities usually have stated purposes and may be created for specific time periods as the result of contracts, grants, or specific allocation of institutional resources.

The results of faculty activities include a vast array of scholarly, creative, and professional products.

Staff

Staff contributes to the success of the College, to the growth of its students, faculty, academic units, and to the promotion of a positive and supportive work environment.


In general, policies and procedures governing staff employment, responsibilities, conduct, performance and salary administration are enumerated in the Human Resources Manual found at: <http://finance.loyno.edu/human-resources/policies-procedures-benefits-manual>.

Staff performance evaluations are conducted annually according to HR guidelines. In general, performance evaluations will discuss job performance and job expectations within the current year.

Merit increases are dependent on authorization and funding by the by the University's Board of Trustees ("Board"). Upon approval, the Board will provide to the Office of the Provost and Vice President for Academic Affairs the allotment for the upcoming fiscal year. The Office of the Provost and Vice President for Academic Affairs will communicate to the Dean the merit pool for his/her college.

The Dean, in conjunction with his/her designee, will develop a metric for allocating increases within the merit pool approved by the Board and the guidelines established by the Office of the Provost and Vice President for Academic Affairs.

In general, merit increases will be awarded based on the performance evaluation. The size of the merit increase will be determined by available funds, productivity, efficiency, and exceptional quality of work performed above and beyond the standard performance of duties that can be documented.

 Please note that staff members on probation or that receive a less than satisfactory performance evaluation will not be eligible for a merit increase.

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Students

Policies with respect to students are published in the undergraduate student bulletin (<http://bulletin.loyno.edu/>), and the graduate student bulletin (<http://2011bulletin.loyno.edu/graduate>).

Faculty responsibility in educating students at Loyola is clearly defined in the *University Faculty Handbook* (Chapter 7, §C, p. 7-2) and in this document under professional responsibilities.

The Dean's Office follows the FERPA guidelines in providing access to student records. For more information, please go to the University's website and enter: <http://academicaffairs.loyno.edu/records/ferpa-guidelines-faculty-and-staff>.

Personnel Files

Loyola University New Orleans maintains an official personnel file on each employee. These files are located in the Human Resources Department. The personnel file includes such information as the employee's job application, resume, payroll elections, documentation of performance appraisals and salary increases, and other employment records. The Provost and Vice President for Academic Affairs maintains an official personnel file on each faculty member (HR Policy 2-8).

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ACADEMIC STRUCTURE

Academic Units

The College encompasses Departments of [Counseling](#), [Criminal Justice](#), [Political Science](#), [Sociology](#), [Loyola Institute for Ministry](#), [School of Mass Communication](#), and [School of Nursing](#).

Degree Programs

The College's academic programs offer undergraduate degrees in Criminal Justice, Mass Communication, Nursing, Political Science, and Sociology. Graduate programs include master's degrees in Counseling, Criminal Justice, Nursing, Pastoral Studies, Religious Education, and a doctoral degree in Nursing.

Research and Advocacy

The College of Social Sciences also serves to support the community through the [Center for Environmental Communication](#), [Center for the Study of New Orleans](#), [Institute for Quality & Equality in Education](#), [Jesuit Social Research Institute](#), Loyola Pastoral Life Center, [Lindy Boggs National Center for Community Literacy](#), [Shawn M. Donnelley Center for Nonprofit Communication](#), and the [Twomey Center for Peace Through Justice](#).

See Appendix B for a diagram of the College's Programs.

Chapter approved by the Faculty of the College on Tuesday, September 06, 2011.

CHAPTER 4: CSS Budget Principles and Policies

PRINCIPLES

Factors that influence unit budget allocations include FTEs (Full Time Equivalents) of faculty and staff, tuition revenue, the strategic plan of the unit, new approved programs, student enrollments, travel, institutional advancement, accreditation requirements, student assessments, marketing, technology replacement needs, and cost of delivery.

Unit Leaders are responsible for monitoring and approving all expenditures charged to their unit's budget.

Scope

This policy applies to all units that receive institutional funding to support their programs.

CSS PERSONNEL BUDGET CALENDAR

CSS OPERATING BUDGET CALENDAR

Procedures and Guidelines

A. Budget Timeline

Loyola University New Orleans budgets on a fiscal year that runs from August 1 to July 31. The budget development timeframe varies from year-to-year. However, the general process is as follows:

1. During March through May Unit Leaders shall review major budget parameters for the following fiscal year. These parameters include: advertisement, recruitment, compensation, expenses, uncontrollable cost increases, etc. Unit Leaders are given an opportunity to provide information on significant uncontrollable cost increases or budget adjustments that are needed for the budget year being developed. *Please note: Any deviations (increases/decreases) from the previous year's allocation will be taken into consideration for the final allocation.*
 - a. The Dean or his/her designee, notifies the unit leaders to complete worksheets for the proposed budget for their units and submit by the deadline imposed during the summer by Academic Affairs.
 - b. The Unit Leader and the dean or his/her designee shall meet to review the budget proposal at a date and time as established by the Dean's Office.
 - c. The Dean or his/her designee and Academic Affairs review the budget parameters and cost increases to determine budget priorities and sets adjustments.
2. Academic Affairs reviews budget parameters and approves the college's budget allocation for the following academic year. For general planning purposes, Academic Affairs allocates the colleges' budget between July and September.

3. Upon notification from Academic Affairs, the Dean or his/her designee shall notify each unit leader, in writing, of the final budget allocation. Thereafter, budget allocations are distributed to each unit.

B. Unit Leader Responsibilities

The Unit Leaders will follow the policies and procedures established by Financial Affairs for handling the fiscal affairs of the unit (See <http://finance.loyno.edu/financial-affairs/policies-procedures>). In general, the Unit Leader responsibilities include, but are not limited to:

1. Aligns expenditures with the mission of the University and goals and objectives of the college.
2. Demonstrates responsible financial planning and management of all resources by adhering to the policies and procedures of the University, Financial Affairs, the Office of the Provost and Vice President for Academic Affairs and/or the college.
3. Maintains accounting records in accordance with Financial Affairs policies to support financial audit-ability throughout its lifecycle.
4. Assures that academic programs are affordable and sustainable over time.
5. Performs budget analysis to determine the financial needs of each program and the unit as a whole.
6. Develops faculty assignments in accordance with enrollment policies and standards established by the Academic Affairs and the College.
7. Promotes efficiency by gathering input from faculty and staff to streamline processes—eliminating redundancy, complexity, etc.
8. Maximizes the unit's financial resources by seeking approval of course releases outside the norm and assessing course enrollment and increases class size where appropriate.
9. Identifies spending restrictions and available funding to manage expenses within budget.
10. Identifies and calculates expense categories, i.e., supplies, travel, entertainment, etc., to meet unit needs.
11. Follows protocol/policy and secures approval on items requiring the Dean's/Provost and Vice President for Academic Affairs' signature.
12. Uses resources efficiently and effectively to reach goals in the spirit of responsible stewardship.
13. Verifies transactions are valid, amounts are accurate, and are posted to the appropriate account.
14. Works with the Dean's Office and Financial Affairs to ensure any errors are corrected.
15. Processes transfers from one account line to another if needed to help fund a transaction.
16. Determines account and funds to cover shortfalls in a budget line if expenses exceed the budget allocation. A budget transfer request form can be found on Financial Services website (<https://secure.loyno.edu/finance/transfer-request.php>).

17. Follows the University policy for record retention (<http://finance.loyno.edu/financial-affairs/retaining-records>).

C. Confidentiality and Record

The University financial data is maintained in the Financial Records System ("FRS"). Unit Leaders have access to budget information in several different screens. See the FRS training manual for more information.

- Unit Leaders can request access directly to FRS by contacting Financial Services. A Unit Leader or his/her designee can view data and run reports for the unit to which they have security access. These reports can be viewed and printed whenever a Unit Leader chooses.
- Monthly Budget Reports – Budget reports are printed and distributed to the Dean or his/her designee. The Dean or his/her designee will review the report and contact the Unit Leader to make adjustments such as correcting errors, funding deficits, etc.

D. Reporting

The Unit Leader shall provide to the Dean or his/her designee thirty days from the close of the fiscal year a report of the unit's budget, including revenues, total salary expenses, and operating expenses.

At the first CSS faculty meeting of each academic year, the dean will provide a report of the previous fiscal year's budget, including revenues, total salary expenses, and operating expenses of the college as a whole, the dean's office, and each individual unit.

At the first school/department faculty meeting of each academic year, the Unit Leader will provide a report of the previous fiscal year's budget, including revenues, total salary expenses, and operating expenses of the unit.

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CHAPTER 5: Faculty Policies and Guidelines

DEFINITIONS

ORDINARY FACULTY DEFINED

The Ordinary Faculty are those faculty members who are tenured or tenure-track and those whose time in rank accrues to tenure (University Faculty Handbook, Chapter 4, §4-1).

EXTRAORDINARY FACULTY DEFINED

Extraordinary Faculty are those whose time in rank does not accrue to tenure (University Faculty Handbook, Chapter 15, §15-1). Extraordinary faculty sole responsibility is to teach. Under normal circumstances, Extraordinary Faculty teach 12 credit hours per semester. Only in extreme unusual circumstances and with prior approval of the Provost and Vice President for Academic Affairs in conjunction with the Dean, will Extraordinary Faculty receive a course reduction.

SPECIAL RIGHTS

Among the special rights of Faculty are those pertaining to academic freedom, and the right of latitude in self-motivation and self-governance of work efforts. It is usual for faculty to enjoy input into the scheduling of classes taught, and to schedule office hours, research time, and other academic work activities to best utilize personal work habits. However, there is the tacit assumption that each Faculty member devotes sufficient time and effort to faculty responsibilities each week while under contract so as to be *de facto*, a full-time employee of the University.

Indications of this degree of effort are:

- engaged student advising;
- scheduling and observing ample office hours each week as a supplement to classroom teaching;
- active participation in campus activities, including faculty meetings, committee meetings, etc.;
- continuing preparation of classroom presentations; and
- devotion of preponderantly more time to the performance of faculty teaching responsibilities than to competing activities.

While it is valid for Faculty members to vary the parceling of work efforts among activities such as research, committee work, student-related activities, etc., it is never acceptable to slight these responsibilities in favor of outside employment or other activities not directly related to professional academic responsibility.

UNIVERSITY DUTIES

While under contract, members of the Faculty are required to devote their major time and attention to the activities specified in their contract except when on leave or otherwise officially excused in writing.

Each full-time member of the Faculty on a twelve-month contract is eligible for one month vacation with pay during that contract year, taken at a time approved by the Dean. Those who serve connections unilaterally with the University prior to the expiration of the contract do not receive a paid vacation. Only those on twelve-month contracts receive a paid vacation. The Dean determines the schedule of summer leaves for each unit. The University recognizes the right of a faculty member to serve as an expert witness or consultant, or to engage in professional activities consistent with University commitments, since these activities can be a valuable adjunct to faculty development.

No member of the Faculty shall be engaged in any activity, which in the judgment of the Dean, interferes with the thorough and efficient performance of his or her contractual duties. The Provost and Vice President for Academic Affairs has the authority to make the final decision in these matters.

The teaching of any course beyond those assigned by the appropriate officials of the University is ordinarily considered to be incompatible with full-time employment at Loyola University. Permission for outside employment must be requested in writing from the Provost and Vice President for Academic Affairs. As a general rule, permission will be given only for activities that are professional in nature and that do not require more than approximately one day per week of a faculty member's time.

Each Faculty member should support the mission and goals of Loyola University New Orleans. The way of supporting these will vary according to each one's scholarly and faith commitments. Similarly, each faculty member has the right to express religious beliefs and, as professionally appropriate, articulate positions in teaching and research, though they may differ from Catholic doctrine. However, all beliefs, especially those of the Catholic Church, are due accurate and respectful treatment.

PROFESSIONAL RESPONSIBILITIES

The specific professional responsibilities of a faculty member fall into three categories: teaching research and publication, and community service (University Faculty Handbook, Chapter 7, §7-2).

Please note: *The professional responsibilities of Extraordinary faculty are restricted to teaching unless otherwise stated in the terms and conditions of their contract.*

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TEACHING RESPONSIBILITIES

Each Faculty member should pursue excellence in the performance of teaching duties. Personal scholarship and subject mastery should be the foundation for all classroom presentations. Course subject matter (as approved by appropriate curriculum committees and delineated in the class syllabus) should be presented in a professional manner and without intrusion of material unrelated to the subject of the course. Each faculty member should observe all regulations relevant to

teaching responsibilities, including (but not necessarily limited to) matters such as: cancellation of scheduled classes, examinations, grades, current syllabi, teaching assignments, contact hours, full-time employment, assessment and development of the curriculum. Each faculty member should evaluate and grade examinations or other student assignments, return them to students within a reasonable time, and be available to students who wish to discuss the evaluation and grading of any examination or assignment.

Each faculty member shall be responsible for regular academic advising and guidance of students, shall maintain scheduled office hours, and shall be familiar with college academic regulations and curriculum requirements. Each faculty member should refer students when appropriate to University service agencies (e.g., University Ministry, Student Health Service, Counseling and Career Services, Academic Resource Center, Etc.).

PUBLICATION AND RESEARCH RESPONSIBILITIES

Each Faculty member shall engage in research and develop personal scholarship.

Each member of the Faculty shall maintain an active scholarship and research agenda in his or her professional field in order to stimulate and challenge students in the classroom. This scholarly interest may be evidenced by participation in professional conferences (presenting research, organizing sessions, serving on committees or as an officer); publishing reviews of professional literature; and publishing in refereed journals, book chapters, and books.

COMMUNITY SERVICE RESPONSIBILITIES

Each Faculty member shall be expected to contribute to the general welfare of the community as well as the University through such activities as working on committees, serving as advisor for student organizations, active involvement in civic and cultural organizations, cooperation in student recruitment and retention, and active participation in professional societies and practice.

FACULTY TEACHING LOAD

TEACHING ASSIGNMENTS

“Normally, the Dean will accept the recommendation of the faculty members in the concerned area. In those colleges in which there are departmental or area Chairs/Directors, they shall make teaching assignments with the approval of the Dean. Faculty teaching assignments may include classes in another College of the University” (University Faculty Handbook, Chapter 7, §3(D), p. 7-3).

COURSE LOAD

“Twelve credit hours per semester is the maximum teaching load for the Ordinary Faculty. For a faculty member who is involved in laboratory classes, the load is limited to a maximum of fifteen contact hours per week. A twelve credit hour teaching load will involve no more than three lecture course preparations” (University Faculty Handbook, Chapter 7, §3(E), p. 7-3).

COURSE REDUCTION

“The twelve credit hour teaching load is reduced for departmental and area Chairs/Directors in consideration for the added administrative duties attached to these positions, and also for faculty members who teach graduate courses or who have new course preparations. The twelve credit hour load is similarly reduced for those faculty members who can adequately document to the departmental Unit Leader and the Dean their regular involvement in the specific faculty responsibilities identified in Chapter 7, §§ C-2 and C-3 (University Faculty Handbook) in accordance with the specific College criteria and procedures for reductions in teaching load” (University Faculty Handbook, Chapter 7, §3(E), p. 7-3). **Please note: Customarily, full-time Ordinary faculty who can provide evidence of research in the current academic year’s annual evaluation will receive a 3 credit hour course reduction each semester the academic year following the annual evaluation. Extraordinary faculty whose sole responsibility is to teach are not eligible for a course reduction unless otherwise stated in the terms and conditions of their contract.**

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COURSE REDUCTION PROCEDURE

Faculty should follow the procedures below when requesting a course reduction:

Faculty members wishing a course reduction for the coming year will contact their Unit Leader and the Unit Leader will complete and forward the Teaching Load Reduction Request Form to the Dean’s Office by the deadline communicated.

The Dean will consider the faculty member's workload and the activities to be completed in lieu of a teaching assignment. The Dean or his designee will confer with the Office of the Provost and Vice President for Academic Affairs prior to making a final decision. The Dean will inform the Unit Leader of the decision within two weeks of receiving the request whenever possible.

COURSE OVERLOAD

The Dean has oversight of faculty teaching loads and issues the guidelines on the number of overloads allowed for faculty. Overload assignments each semester will consider pedagogically if the overload maintains the quality of student learning, faculty performance criteria, and other responsibilities assigned and obligations of the faculty member. **In general, Extraordinary Faculty overload should not exceed two (2) per semester; and the Provost and Vice President for Academic Affairs approves ordinary faculty overloads only in emergency situations with prior approval from the department chair and the dean.**

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COURSE OVERLOAD PROCEDURES

The Unit Leader determines the course sections in need of overload compensation, either monetary or course reduction in a subsequent semester. The Unit Leader consults with faculty members to

determine the optimal assignment of the faculty member to the section. The Unit Leader notifies the Dean. The Dean issues the guidelines on the number of overloads allowed faculty.

ENDOWED PROFESSORSHIPS AND CHAIRS

Endowed Professorships

Appointments for Endowed Professorships in the College of Social Sciences are made for a three-year period, contingent upon satisfactory performance as evidenced in an annual report submitted to the unit leader and Dean. Appointments commence with the beginning of the applicable Academic Year. Each Professorship provides the recipient with a discretionary account of approximately \$5,000 per year. However, market fluctuations may at times produce less or more drawdown. The account can be used to provide support for travel, student assistants, computer software and hardware, database and/ or journal subscriptions and/ or other support as specified by the donor.

Professorship recipients are expected to:

1. Submit to the unit leader and Dean by April 1 an annual report outlining accomplishments during the academic year.
2. Publish in refereed journals and/or conduct other scholarly activities.

Selection Process:

In the third year of appointment of any given Professorship, the Dean in coordination with the applicable unit leader will announce a call for applications for Professorship appointments. Applications should include a copy of the applicant's vita and a statement as to how the appointment to a particular Professorship will lead to an enhancement of research and teaching and further enhance the research agenda of the individual and the unit. Applications are due to the Dean's Office by April 15 of the applicable year. A committee comprised of Endowed Chairs in the CSS evaluates each application and presents its recommendations to the Dean. If there are not more than 3 endowed chairs in the CSS at a given time, the Dean will request endowed chairs from other colleges to become a part of the recommendation process. The Dean makes the final selection for each professorship. In general, faculty must be ordinary faculty and hold the rank of associate professor or professor to be eligible for an endowed professorship.

Eligibility for Rev. Aloysius B. Goodspeed, S.J. Beggars Communications Distinguished Professorship:

Appointments for Endowed Professorships in the College of Social Sciences are made for a three year period, contingent upon satisfactory performance as evidence in an annual report submitted to the unit leader and Dean. Appointments commence with the beginning of the applicable Academic Year.

1. Record of outstanding research and teaching in mass communication.
2. Plans to enhance research, teaching and mentoring in mass communication.

Eligibility for Shawn M. Donnelley Professorship for Non Profit Communications:

Appointments for Endowed Professorships in the College of Social Sciences are made for a three-year period, contingent upon satisfactory performance as evidenced in an annual report submitted

to the unit leader and Dean. Appointments commence with the beginning of the applicable Academic Year.

1. Record of research and teaching in non profit communication.
2. Work in coordination with the Director of the Donnelley Center towards effort to maximize the impact of the Center on New Orleans' non-profits.
3. Plans to enhance research, teaching and mentoring in non profit communication.

Eligibility for Reverend Joseph H. Fichter, S.J., Distinguished Professorship in Social Sciences

Appointments for Endowed Professorships in the College of Social Sciences are made for a three-year period, contingent upon satisfactory performance as evidenced in an annual report submitted to the unit leader and Dean. Appointments commence with the beginning of the applicable Academic Year.

1. Record of research and teaching in the social sciences.
2. Plans to enhance research, teaching and mentoring in mass communication.

Eligibility for A. Louis Read Distinguished Professorship in Communication:

Appointments for Endowed Professorships in the College of Social Sciences are made for a three-year period, contingent upon satisfactory performance as evidenced in an annual report submitted to the unit leader and Dean. Appointments commence with the beginning of the applicable Academic Year.

1. Record of outstanding research and teaching in mass communication.
2. Plans to enhance research, teaching and mentoring in mass communication.

Endowed Chairs

Appointments for Endowed Chairs in the College of Social Sciences, in some cases, are made for the lifetime of the recipient at the University. In other cases, Chairs may be given for a three-year period.

Appointments commence with the beginning of the applicable Academic Year. The endowed chair provides the recipient with a discretionary stipend per year. The discretionary account can be used to provide support for travel, student assistants, computer software and hardware, database and/or journal subscriptions and/or other support as specified by the donor.

Chair recipients are expected to:

1. Submit to the unit leader and Dean by April 1 an annual report outlining accomplishments during the academic year.
2. Publish in refereed journals and/or conduct other scholarly activities as provided in the original documents defining the endowed chair.

Selection Process: Some endowed chairs are held in perpetuity; however, in those cases where they are not, the selection process shall proceed as follows (also to be used when a chair in perpetuity retires from the university or wishes to retire the position). In the third year of appointment of any given Chair, the Dean in coordination with the applicable unit leader will announce a call for applications for endowed chair appointments. Applications should include a copy of the applicant's

vita and a statement as to how the appointment to a particular endowed chair will lead to an enhancement of research and teaching and further enhance the research agenda of the individual and the unit. Applications are due to the Dean's Office by April 15 of the applicable year. A committee comprised of endowed chairs in the CSS evaluates each application and presents its recommendations to the Dean. If there are not more than 3 endowed chairs in the CSS at the time of selection, the Dean will request endowed chairs from other colleges to become a part of the recommendation process. The Dean makes the final selection for each endowed chair with the Provost and Vice President for Academic Affairs' approval.

In general, faculty must be ordinary faculty and hold the rank of associate professor or professor to be eligible for an endowed chair.

Eligibility for Loyola Eminent Chair in Environmental Communication:

1. Record of outstanding teaching and research in the field of environmental communication.
2. Plans to enhance research, teaching and mentorship in environmental communication.

Chapter approved by the faculty of the college on September 29, 2011.

SABBATICALS AND OTHER LEAVES

It is important that members of the faculty be regularly available to students, participating continuously in the educational programs of the University. Leaves of any type may result not only in reducing a faculty member's contribution to the University, but in disruption of instructional programs. Faculty members do not accrue vacation or sick leave. The college's decisions on any kind of leave request will be governed by the policies established by the University Faculty Handbook, Chapter 6, Section E.

TYPES OF LEAVES:

- Sabbatical
- Academic Leave
- Leave Without Pay

In general, leave of any type is not automatic. It is granted by the Provost and Vice President for Academic Affairs following the Unit Leader's and Dean's approval of the leave request.

SABBATICALS

The purpose of a sabbatical is to free faculty members from their normal University duties enabling them to: 1) pursue their scholarly interests' full time; or 2) maintain their professional standing so that they may return to their post with renewed vigor, perspective, and insight. The college will follow the sabbatical policy as established by the University Faculty Handbook, Chapter 6, Section E.

ELIGIBILITY

The college will follow the eligibility requirements as established by the University Faculty Handbook, Chapter 6, Section E (3).

Positive advantages to the University **must outweigh** the possible adverse impact on University programs.

APPLICATION FOR LEAVE

In general, application for other leave will follow the calendar for Faculty Employment Processes published by Academic Affairs annually. However, exceptions will be considered for **rare** circumstances with **compelling** justification. To apply for leave:

- The faculty member shall notify his/her unit leader in writing 12 months in advance of leave following Academic Affairs Annual Faculty Employment Processes Calendar or as soon as reasonably position in an emergency situation.
- Following Academic Affairs calendar on leave requests, the Unit Leader shall provide to the Dean in writing his/her recommendation for the faculty member's leave request.
- Following Academic Affairs calendar on leave requests, the Dean shall provide to the Provost and Vice President for Academic Affairs in writing his/her recommendation for the faculty member's leave request.
- The Office of the Provost and Vice President for Academic Affairs will render a final decision in the matter and communicate the decision to the faculty member and copy the Dean and the faculty member's Unit Leader.

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CHAPTER 6: College Committees

STRATEGIC PLANNING COMMITTEE (CSPC)

The function of the Strategic Planning Committee is to devise, implement, and refine the overall planning and evaluation process and plan for the College, including program review to determine the degree to which the College is meeting its academic goals; and to receive and review annual reports from academic programs that address attainment of stated student outcomes.

Purpose Statement

The Strategic Planning Committee works closely with College faculty and University Planning and Budget Committees to develop, implement, and evaluate the efficacy of initiatives to lead Loyola towards its goal of becoming a nationally recognized leading Catholic comprehensive university.

The Committee proposes initiatives for the College of Social Sciences that reflect Loyola's commitment to the Jesuit tradition of educating the whole person with respect to faith, scholarship, learning, service, and justice as defined by the College mission statement.

MEMBERSHIP

The Dean, Unit Leaders, a selected faculty member from each unit, a selected staff member, and a selected undergraduate CSS student, and a selected graduate CSS student serve on this committee.

The terms for faculty and staff representatives are three years and for students are one year; they are all renewable.

The Dean serves as Chair.

GOALS AND CHARGES FOR THE COMMITTEE

- Develop a three-year strategic plan and monitor its execution assessment.
- Align unit strategic plans and resources with college strategic plan.
- Assess the impact of the resource allocation on the strategic plan.

OPERATING PROCEDURES

The Committee develops an inclusive process of implementing the plan. The plan then goes before the College Assembly for approval. That approved plan is then forwarded to the Provost and Vice President for Academic Affairs.

The committee subsequently meets to monitor and ensures that resources are aligned with the plan.

The Committee meets at least monthly during the academic year and at the call of the chair. The chair is responsible for setting the agenda of meetings, ensuring that minutes are taken and approved, and posted to the Intranet within the month, following ordinary rules of parliamentary procedure during meetings and communicating activities of the committee to the College Assembly.

Meetings are open to all faculty, staff, and students of the College. The Committee may invite other members of the university community and non-Loyola persons for consultation on business of the committee.

The Committee continuously reviews progress the College makes in leading Loyola towards its goal of becoming a leading Catholic and Jesuit comprehensive university.

COURSES AND CURRICULUM COMMITTEE (CCC)

The function of the Courses and Curriculum Committee is to review all modifications and changes in the curriculum recommended by members of the Faculty and, after deliberation, return with recommendations to the Faculty as a whole for action.

PURPOSE STATEMENT

Recognizing the interactive nature of education and curricular design, the purpose of the Courses and Curriculum Committee is to review and recommend approval of new course proposals, changes in requirements for degree programs, and other major curriculum revisions. These recommendations to the dean are then forwarded for review by the University Courses and Curriculum Committee.

MEMBERSHIP

The committee is composed of a faculty representative from each academic unit within the College plus the Associate Dean as ex officio. Faculty representatives are elected by individual units from nominations made by the Council of Directors and Chairs. No two members of the committee are to be from the same department. No more than three members may be non-tenured. In the event a quorum cannot be achieved, alternates from the runners-up will attend in place of absent members. Any given committee member's term of office is three years, with elections staggered so that all divisions have at least one continuing member.

The chair, elected from the official membership of the committee to serve for one year, will convene the committee, organize and conduct meetings, and communicate with the academic community as necessary. The Associate Dean, ex officio member, will present requests for committee deliberation and provide support functions.

GOALS AND CHARGES FOR THE COMMITTEE

- Review and approve proposed new courses from any department or unit of the college except the honors program and the common curriculum. Courses and programs requiring external funding are to be submitted to and approved by the committee before being submitted to the granting agency.
- Review and approve proposed changes in requirements for degree programs from any department or unit of the college.
- Review and approve other major curriculum revisions.
- Review and approve credit and noncredit certificate programs.

- Upon request of the Dean, the committee will constitute itself as a board of inquiry. In which case, the committee will:
 - Receive and evaluate complaints pertaining to the impact of either proposed new courses or changes in degree requirements;
 - Serve as an impartial arbiter in those matters brought to the attention of the committee in its capacity as a board of inquiry; and
 - Render recommendations to the Dean on those procedural and policy matters within the purview of the committee's mandate.

OPERATING PROCEDURES

The Courses and Curriculum Committee is accountable to the Dean. A quorum for the committee will be four members; a simple majority of those present will be necessary to approve motions; all members present must vote on all matters. Proxy voting will not be normal procedure, although individual requests for a proxy will be entertained on a situational basis. The agenda and all documents related to the proposals on the agenda shall be posted on the CSS Courses and Curriculum Intranet site five business days prior to the meeting. Minutes are to be recorded at all meetings and posted on the CSS Intranet within thirty days. The Intranet site should include all documentation including the signed routing sheet and the entire proposal.

The Chair of the CCC committee then forwards the routing sheet and approved proposal to the Associate Dean who is subsequently responsible for securing the dean's signature. The Associate Dean is also responsible for monitoring the status of the university approval processes through the conclusion of the proposal. The Associate Dean is responsible for the reporting to the Unit Leader the status of the proposal within the university system.

The committee will consider only complete proposals received in writing with adequate documentation to allow evaluation. The committee will review and evaluate each proposal in consultation with relevant authorities and/or the originator of the proposal, in person or in writing, as the members deem appropriate; in the event that a proposal is rejected, the department may resubmit the proposals with revisions. Committee deliberations are closed with only the elected faculty representative and the Associate Dean participating.

Formal voting is restricted to the elected faculty members of the Courses and Curriculum Committee. Approved proposals are then forwarded to the Dean for appropriate action. The committee will attempt to conduct its business as informally as practical. When acting as a board of formal inquiry, the elements of due process committee will be maintained as necessary to provide for a timely and fair deliberation.

COLLEGE RANK AND TENURE COMMITTEE (CRTC)

The function of the Rank and Tenure Committee (consistent with the framework outlined in the Loyola University Faculty Handbook, Chapters 4 & 5) is to:

- a. Recommend to the Dean action regarding all rank and tenure applications;
- b. Recommend to the Dean appropriate rank and tenure of senior hires to the Faculty.

Purpose Statement

The faculty has the primary right of determination in the matters of faculty status. This area includes promotions and the granting of tenure. The primary right of the faculty for having a determination in such matters is based on the fact that the faculty judgment is central to general and educational policy.

The criteria by which the committee is to judge are set out in the University Faculty Handbook. Specific interpretations as contained in department protocols should be considered by the committee in making these judgments. The function of the committee is to apply these criteria in each individual case.

Membership

The committee shall consist of one tenured faculty member from each unit of the College. All full-time tenured faculty members are eligible to be elected from their respective departments, except those holding administrative posts, including academic Unit Leaders and persons serving on the University Rank and Tenure Committee (URTC). Members shall serve staggered three-year terms.

Meetings

The committee will begin its review on or before November 1 of each year. At the initial meeting of the committee in any given year, a chair will be elected by the members; a chair may serve successive terms if duly elected. If the only tenured member is the unit leader that person will serve on the committee.

A quorum consists of six members present at the meeting, proxies not being allowed. A majority vote of the members present is required for approval or disapproval of a motion or a proposal. The CRTC may call upon the unit leader of any applicant to address questions raised by the Committee on an application. In the event that the person up for promotion serves on CRTC, s/he should be replaced with someone else from the unit.

All votes on matters of rank and tenure will be by secret ballot. Members are bound to keep their voting record secret. Personal letters of acceptance or rejection will be sent to all applicants by the chair of the CRTC. Reasons for recommending rejection will be stated but the vote will not be given. Simultaneously with these letters, a summary of all results, including the vote and reasons for acceptance or rejection, will be sent to the Dean.

Significant results of CRTC meetings (but not the minutes) will be sent to the Dean. Following action by the committee, complete dossiers will be forwarded to the Dean and Provost and Vice President for Academic Affairs.

Promotions

See the University Faculty Handbook, Section 4E, regarding overall procedures for promotion in rank. The procedures below are specific to the CSS.

The Dean no later than May 1 will give the faculty member notice concerning the beginning of the promotion review process. This notification shall be sufficiently in advance to afford the faculty member an opportunity to submit materials relevant to adequate consideration of his or her qualifications.

The Unit Leader notifies its faculty that a member is seeking tenure and/or promotion and requests names of external reviewers at the appropriate rank. The person seeking tenure and/or promotion may also identify potential external reviewers. The candidate's reviewers would be identified if they become an external reviewer. The Unit Leader will solicit a minimum of three letters with at least one letter coming from the candidate's list. For the purposes of the CRTC, "external" will be defined as experts in the applicant's field of study outside of Loyola. In the interests of impartiality, reviewers should be required to identify any relationship they may have with the applicant.

The candidate in consultation with the Unit Leader will develop all scholarly/creative activities, teaching, and service documentation to submit to the Unit Leader who then sends with an attached letter including unit and university criteria and protocol.

External reviews will be included in the candidate's file.

The tenured members of the department will review the candidate's documentation in light of the criteria laid out in their own protocol and submit their recommendation to the College Rank and Tenure Committee. It is the responsibility of the Unit Leader to submit the department's recommendation to the chair of CRTC on or before November 1. After the unit's vote, it is the faculty member's responsibility to submit all other materials to the CRTC committee no later than November 1.

If the Unit Leader is seeking tenure and/or promotion, the Unit Leader will designate a leader of another unit within the CSS to solicit external reviews.

All material submitted to the committee and all deliberations of the committee shall be kept confidential.

Tenure

See the University Faculty Handbook, Chapter 5, regarding overall procedures for tenure. The procedures below are specific to the CSS.

The Unit Leader notifies its faculty that a member is seeking tenure and/or promotion and requests names of external reviewers at the appropriate rank. The person seeking tenure and/or promotion may also identify potential external reviewers. The candidate's reviewers would be identified if they become an external reviewer. The Unit Leader will solicit a minimum of three letters with at least one letter coming from the candidate's list. For the purposes of the CRTTC, "external" will be defined as experts in the applicant's field of study outside of Loyola. In the interests of impartiality, reviewers should be required to identify any relationship they may have with the applicant. External reviews will be included in the candidate's file. If the Unit Leader is seeking tenure and/or promotion, the Unit Leader will designate a leader of another unit within the CSS to solicit external reviews.

Emeritus Status

See the University Faculty Handbook, Chapter 6, section J, Emeritus Status.

CSS GUIDELINES FOR TENURE & PROMOTION DOCUMENTS

Documents to be submitted to CSSRTC

I. DOCUMENTS FROM DEPARTMENT / SCHOOL

- (a) Letter of recommendation from the department chair or school director.
- (b) Copy of the department / school protocol stating requirements for tenure and promotion.

II. CURRICULUM VITA

- a) Degrees earned
- b) Employment

III. TEACHING RECORD

- a) Courses taught
- b) Courses created
- c) Innovative teaching techniques
- d) Normal teaching load
- e) Course evaluations (numerical scores and transcribed comments)
- f) Up to three letters of recommendation from students not currently enrolled in your courses or from peers who have observed you in the classroom or virtual classroom.
- g) Course development grants/directed student research
- h) Academic advising

IV. SCHOLARSHIP

- a) Publications prior to joining Loyola's faculty
- b) Publications since joining Loyola (books, articles, reviews)
- c) Conference papers read (title of paper, name and date of conference)
- d) Research proposals authored or co-authored (indicate status of funding)
- e) Seminars on or off campus in which you were an invited participant or panel member
 - f) At least three written evaluations of publications from independent scholars

V. SERVICE

- a) Service on university, college, and departmental committees
- b) Special service for the benefit of Loyola (representation at public functions, meetings)
- c) Service to the New Orleans community (lectures or interviews in the area of one's professional competence on or off campus)
- d) Contribution to the profession (e.g. membership in professional organizations)
- e) Department infrastructure grant
- f) Advising student groups

ADDENDA

1. Applicants should submit along with the above-mentioned documents, copies of books, articles and reviews they have written
2. The CSSRTC finds it particularly important that the department to which the applicant belongs submit to the CRTC an unambiguous, written statement of its recommendation regarding the candidate for tenure and/or promotion, giving specific reasons for its decision.
3. In the matter of letters from students, colleagues, outside evaluators, the CSSRTC would like to stress the value of selectivity. Three or four letters from competent evaluators are given more weight than a stack of glowing letters of general recommendation. Evaluations of publications should be solicited by the chair or director in consultation with the candidate and should not include evaluators with whom the candidate has collaborated or has any personal relationship that might compromise the objectivity of the evaluation. All letters of recommendation are to be sent directly to the department chair or school director and should be included in the candidate's application.

Tenure and Promotion Packet Materials

Each year, tenure track faculty shall provide the Unit Leader with a portfolio and documentation that describes activities and performance in teaching, scholarship, and service.

The suggestions below help the faculty to prepare for annual reviews and, ultimately, for tenure and/or promotion application.

Year one:

Faculty member should be advised to begin a portfolio, due November 1. Suggested contents:

- Listing of courses taught with numbers and course titles. Syllabi and examples of assignments strongly recommended. List student awards for which the faculty member is the faculty of record.
- Listing of courses, if any, with numbers, course titles, course descriptions, and syllabi.
- A statement about creative teaching methods and current content, online courses, linked courses, first-year seminar courses, etc., with examples of creative assignments.
- All student evaluations.

- Letters for faculty from peer-review. Independent peer reviews shall include faculty from the same or higher rank. A minimum of one peer evaluation per semester is strongly recommended. The CSS peer review form shall be used consistently to evaluate.
- Any collaborative research with students and/or other faculty members.
- Copies of publications, conference presentations, and documentation of other scholarly/creative activities. (The faculty member should be saving all publications and any letters from reviewers who have commented on them.).
- Any grants in which application has been made. List those funded and not funded.
- College, School/Department, University, and/or community service. This includes committee work.

Year Two:

Second year faculty members must be reviewed twice: once November 1 to determine a third-year contract, and once in February for a fourth year contract. The portfolio should contain all of the above documents plus:

- Listing of all courses taught in the second year with syllabi. First review will look at first semester of second year syllabi as well as all first year syllabi.
- Statement of teaching philosophy
- Advising Statement (if applicable). List programs in which advising was completed and the number of advisees.

Year Three:

Third year faculty should be well on their way to having a packet that is almost ready for the pre-tenure review in the fourth year. It should contain all of the above.

Year Four:

Updated packet from year three is due November 1. It should include all documentation that will be included in tenure and promotion file, e.g. peer and student evaluations, syllabi, presentations, publications. The unit should review the packet carefully to make sure nothing is missing, and the unit leader should give feedback. The unit may also seek input from the dean.

Year Five:

All of the documents from year four updated. During the fifth year, the faculty member and other members of the department should provide the department chair with lists of external reviewers qualified to evaluate the applicant's scholarship. For the purposes of the College Rank and Tenure Committee, "external" will be defined as experts in the applicant's field of study outside Loyola. In the interests of impartiality reviewers should be required to identify any relationship they may have the applicant. The academic Unit Leader is responsible for obtaining no fewer than three, but no more than six letters from external reviewers by fall of the candidate's sixth year.

Year Six, the Tenure Year:

The tenure packet, due November 1, should include all of the above information as well as copies of books and other publications. The academic area chair/director will forward the external review letters to the CRTC and will write a clear and unambiguous letter to the CRTC concerning the faculty member's past work and potential for future work and contribution to the University.

Promotion before Tenure Year:

If a person applies for promotion before coming up for tenure, that person must provide external reviews as stated in this document.

Chapter approved by the faculty of the college on September 29, 2011.

CHAPTER 7: Employment Policies and Guidelines

In general, the College will follow the established protocol for hiring policy and procedures as posted on the Office of the Provost and Vice President for Academic Affairs web page, <http://academicaffairs.loyno.edu/hiring-guidelines-faculty-and-academic-affairs-administrative-staff>.

All departmental hires must be discussed with the Dean or his/her designee before an offer for employment can be made.

Hiring Policy and Procedure

All academic units within the College shall adhere to the *Policy on Affirmative Action/Equal Opportunity Employment* as stated in the *University Faculty Handbook*, Chapter 1.E 14. The unit shall integrate diversity into its activities to attract, retain and develop faculty, staff and students commensurate with the University's mission and service.

The following guidelines should be followed prior to making an offer to hire. ***Please note:*** *Under no circumstances should an offer be made to any candidate—written or verbal—without express authorization from the Dean and the Office of the Provost and Vice President for Academic Affairs.*

Faculty Request to Hire

1. Submit a completed Faculty Request to Hire form to the Dean for review and disposition for all requests for new faculty positions or to fill a vacancy. If approved, the Dean will forward to the Provost and Vice President for Academic Affairs for review and disposition.
 - ✎ An authorization to conduct a search must be approved by the Dean and the Provost and Vice President for Academic Affairs before an advertisement can be posted.
2. The Office of the Provost and Vice President for Academic Affairs will supply the CUPA salary for the position, the position title and the funding source if source hasn't been identified.

Vacancy Announcement

3. Upon approval of the Faculty Request to Hire, the Unit Leader shall begin the search process following the steps below.
 - a. Only the advertisement approved by the Dean and the Provost and Vice President for Academic Affairs in advance of placement should be posted on the University website and in external publications.

Search Committee Formation and Responsibilities

Ordinary Vacancy

- b. The Unit Leader shall form a Search Committee. The Search Committee shall be comprised of all tenured faculty for Ordinary faculty hires.

- ✎ The Unit's Rank & Tenure Committee may serve as the Search Committee when filling an Ordinary faculty vacancy (tenure or tenure-track positions) if approved by vote of Tenured faculty.

Extraordinary Vacancy

- c. The Search Committee shall be comprised of all tenured faculty, 1/3 tenure track and 1/3 extraordinary faculty members for Extraordinary faculty hires.

EEO Requirement

- d. The Search Committee Chair/lead shall contact the Human Resources Representative for a review of the requirements and opportunities for an affirmative search; and to ensure compliance of the Equal Employment Opportunity (EEO) Inquiry Form.
- e. The Search Committee Chair/lead shall inform applicants to provide a complete application by deadline to include:
 - i. Current curriculum vitae/résumé,
 - ii. Three letters of references, and
 - iii. An official transcript noting the completion of highest degree attained or current progress towards a degree.

Applicant Screening

4. Under ordinary circumstances, the Search Committee shall screen the applicants and select no more than three (3) candidates for invitation to campus for interviews. To assure compliance with the University's affirmation action commitments, the Search Committee Chair/lead should complete the Faculty/Applicant Summary form and submit to Human Resources.
5. The Search Committee will prepare a list of candidates to be interviewed and send forward with CV's attached to the Dean and the Unit Leader for their review. In the case of an Ordinary Faculty vacancy, the Senior Vice Provost should also receive the same packet as the Dean and Unit Leader and have the option to interview the candidates.
6. The Search Committee will conduct the interviews with the selected applicants and coordinate interviews with the Unit Leader and the Dean.
7. When all the interviews have been concluded, the Search Committee shall recommend, in writing to the Unit Leader and the Dean, their preferred candidate and recommendation of rank, other acceptable candidates, and any unacceptable candidates, with a brief statement evaluating the strengths and weaknesses of each.

Candidate Recommendation

8. The Dean will review the Search Committee's recommendation and make a recommendation to the Provost and Vice President for Academic Affairs.

✎ **Please Note:** If the Dean does not agree with the Department recommendation, or if the Provost and Vice President for Academic Affairs disagree with the Department, Director or Dean's recommendation, the Provost and Vice President for Academic

Affairs will call a meeting of all concerned to resolve the differences. If none of the candidates are acceptable to the Search Committee, the Committee should discuss with the Dean and/or the Provost and Vice President for Academic Affairs the options of canceling the search, re-advertising for additional candidates, or inviting other people from the current pool to be interviewed.

9. Once an agreement has been reached on the candidate to whom a job offer will be made, the basic responsibility for conducting the negotiations will rest with the Dean and the academic area Unit Leader. ***Please note: Under no circumstances should an offer be made to any candidate—written or verbal—without express authorization from the Dean and the Office of the Provost and Vice President for Academic Affairs.***

Offer

10. Following University policy, the Unit Leader and the Dean will set the candidate's rank and salary offer based on the salary band provided by the Provost's Office commensurate with the candidate's experience, education, expertise in the field, and so forth.
11. The Dean will prepare the written offer letter based on the terms and conditions agreed to with the candidate.
 - ✎ Once a written offer letter has been executed by the candidate, the Unit Leader will complete and submit to the Dean's Office the applicable File Checklist.
12. The Dean's Office will notify the Office of the Provost and Vice President for Academic Affairs to issue a contract. Upon return, the executed contract will be filed in the new faculty member's personnel file in the Academic Affairs office.

Offer Declined

13. In the event an offer is declined, the Search Committee Chair/lead should inform the Dean immediately.
14. The Search Committee Chair/lead will inform the Dean immediately of other viable candidates within the interview pool.
15. If there are no other viable candidates within the interview pool, the Search Committee will table the hire and restart the search process at a later date.

Revised Friday, June 15, 2012 upon the request and authority of the Provost and Vice President for Academic Affairs.

Chapter approved by the Faculty of the College on Tuesday, October 25, 2011.

CHAPTER 8: Faculty Evaluation, Policies, and Guidelines

FACULTY PERFORMANCE EVALUATION PROCESS

The College recognizes the importance of periodic and accurate assessment of the overall strengths and weaknesses of faculty in providing a quality education to our students, contributing to the scholarship of our disciplines, and providing service to the profession, university, and community. Accordingly, annual college-wide evaluations are designed to encourage growth and development of individual faculty members as educators and as professionals within the framework of the overall goals of the university. Although these evaluations are used as instruments in administrative decision-making regarding contract renewal, promotion, tenure, and merit increases, their primary purpose should be faculty development.

Evaluation Timetable

Each faculty member shall be evaluated according to the timetable set forth in the Faculty Annual Evaluation and Merit Raises Policy on the following page.

Recognition

Each year, the College honors faculty who have exhibited stellar performance in the areas of teaching, research, and service. Faculty members are nominated by their peer faculty and students, and the nominations are reviewed and voted upon by a voluntary Honors' program committee. The recipients are announced at the College's Annual Honors Convocation event and when funding is available, given a stipend in conjunction with the honor.

FACULTY ANNUAL EVALUATION AND MERIT RAISES

Timeline and Procedure

Faculty evaluations will take place over a calendar year. Vitae updates and optional self-evaluation letters from faculty members are due to Unit Leaders the Friday before January on-campus classes start. Once the Unit Leader completes the evaluation of the faculty member, he or she meets with them to review the evaluation. The faculty member signs the evaluation acknowledging receipt and has the opportunity to append a comment or response to the Unit Leader's evaluation.

Unit Leaders submit the evaluations to the Dean with vitae updates and an optional self-evaluation, together with the faculty members' response, for the Dean's approval. A three-member committee (with alternate as needed) elected from different units in the college by the faculty of the college will convene to review appeals of evaluations if necessary. Appeals must be complete with recommendations submitted to the Dean before the Dean makes final recommendations on merit pay raises to the Provost and Vice President for Academic Affairs. The Dean in coordination with the Council of Directors and Chairs will standardize merit pay increases based on evaluation results. The Dean will post the standardized merit pay percentages on the college Intranet before faculty contracts are issued.

1. **For Ordinary Faculty:** Performance areas to be assessed are teaching, scholarship, and service (to university, community, and profession).
2. **For Extraordinary Faculty:** Extraordinary faculty will be evaluated in those areas (teaching, scholarship and/or service) designated in their contracts, which are agreed to by Unit Leader, Dean and Provost and Vice President for Academic Affairs.

Faculty are responsible for teaching, scholarship and service as indicated in the University Faculty Handbook. Individual faculty in negotiation with Unit Leaders and based upon annual goals, as appropriate, will set forth the weight dedicated to the performance areas of teaching, scholarship and service for the following year. This conversation will be guided by any unit policies for the relative weights dedicated to the various performance areas. Weights must total 100 and, for ordinary faculty, must exceed zero in each of the performance areas. Nothing in this document should be understood as superseding the requirements as set forth by the university's promotion and tenure policies (See University Faculty Handbook, Chapter 4). A form containing the results of this conversation shall be signed by the Unit Leader and faculty member. The faculty member may append to this form commentary on its contents.

College protocol supersedes any unit protocols.

Rating System

Each faculty member will be rated in each of the three areas (teaching, scholarship, and service) according to the following point system:

- 0: Does not meet minimum expectations
- 1: Needs improvement. Some minimum expectations not fulfilled
- 2: Satisfactory. Minimum expectations met
- 3: Exceeds minimum expectations
- 4: Outstanding

Evaluation Criteria

The evaluations will be based on the following criteria:

Teaching

- a. Does not meet expectations:
Any one of the following.
 1. Unannounced absences from scheduled classes.
 2. Fails to post a syllabus that meets university criteria by the beginning of the term.
 3. Fails to employ clear evidence of appropriate assessments of learning objectives.
 4. Consistently scores below 3 on overall student evaluations.
 5. Optional faculty peer teaching evaluation as guided by department protocols.

6. Consistently fails to keep regular posted office hours. Doesn't answer email in a timely manner? See no. 6 below.
- b. Meets expectations:
1. Meets regularly scheduled classes or, for faculty teaching online courses, communicates regularly with online students.
 2. Provides a syllabus that meets university criteria and is posted on LORA by university deadline.
 3. Employs clear evidence of appropriate assessments of learning objectives.
 4. Scores 3 or above on overall student evaluations.
 5. Is appropriately available to students through office hours, phone/email contact, and/or scheduling meetings in a timely manner as needed.
 6. Faculty who teach traditional on-site undergraduate courses are expected to hold regular office hours as guided by department protocols.
 7. During the week, responds to student emails or calls within a reasonable time frame.
 8. Optional faculty peer teaching evaluation as guided by department protocol.
- c. Exceeds expectations:
Faculty member fulfills criteria under "meets expectations" and demonstrates significant accomplishments using the following list as an illustrative guide:
1. Ranking on student evaluations greater than the global department and college mean on all courses.
 2. Evidence of significant academic interaction with students outside the classroom in activities such as supervision of research, independent studies, service-learning projects, or field studies.
 3. Evidence of the preparation and use of innovative instructional materials, teaching techniques, and/or technology.
 4. Development and teaching of a new course.
 5. Creative revisions of course content, methodology, or teaching materials.
 6. Special recognition of creativity in teaching by an external group.
 7. Special mentoring of students who receive prestigious scholarships or fellowships.
 8. Class sizes that regularly exceed enrollment caps.
 9. Special mentoring of students to achieve success. (e.g. precepts students in clinical practice, mentoring students in special projects, assisting with applications for scholarships and applications graduate/professional schools.
 10. Optional faculty peer teaching evaluation as guided by department protocols.
- d. Outstanding:
 Meets all of the minimum expectations, satisfies the criteria under *exceeds expectations*, and demonstrates performance above and beyond that level

Research and Scholarship

To guide the assessment process, the following list is intended to serve as illustrative (but not definitive) examples of scholarly activities. Every unit and department in the college should have a formally approved Protocol for Annual Merit Evaluation and Salary Distribution that spells out the specific standards and procedures that will be used to assess faculty performance. All decisions on retention, promotion, raises, and tenure must accord with the criteria outlined in the unit's protocol. Unit protocols must clearly identify the types and relative merit of different scholarly activities and publications appropriate to their discipline.

Scholarly Activities:

- Papers presented at professional/scholarly conferences
- Chair/moderator/organizer/discussant roles for a session at a professional/scholarly conference
- Submission/Receipt of an internal research grant
- Submission/Receipt of a research fellowship or internship
- Submission/Receipt of an external research grant
- Lectures, seminars, or similar presentations at educational/professional institutions outside Loyola/Similar on-campus presentations
- Professional/Creative disseminated works
- Awards for scholarly activities
- Evidence of ongoing data collection.

Peer Reviewed Scholarly Publications or Activities (subject to distinctions in quality/quantity/prestige, etc. identified in unit protocols):

- Book
- Textbook
- Significant book revision
- Refereed journal article
- Editorship of a special journal issue or series
- Book chapter in a reader or anthology
- Book review
- Encyclopedia article
- Juried art, video, etc. exhibits
- Awards for publications
- Articles or creative work in popular media

Professional, University, and Community Service/Proposed Categories, Criteria, and Awarded Points

As noted above, the following list is intended to serve as illustrative (but not definitive) examples of professional, university, and community service activities, likewise to be delineated in more detail by unit and department protocols.

Professional Service.

- Holding an elected office in an international, national, or regional professional association
- Appointed or elected Committee Chair of a section of a professional association
- Memberships in professional associations
- Editorships/Manuscript review work for publishers or journals
- Professional consulting for businesses, governments, or non-profit agencies
- Awards for professional service

University Service

- Elected/appointed Department/Unit Chair
- Committee Chairs/Liaison roles
- Departmental committee service
- Assigned student advising
- Student organization advisor roles
- Program Chairs/Academic program roles
- Awards for university service
- Speaking/organizational/recruitment efforts for university functions
- Writing student letters of recommendation

Community Service (usually related to professional expertise)

- Speaking/organizational efforts for community functions
- Media interviews/appearances/exposure
- Board service/organizational memberships
- Volunteer services
- Awards for community service

Criteria and Awarded Points

- a. Does not meet expectations:
Any of the following
 1. Does not meet with assigned student advisees
 2. Serves on no professional, university, or community committees/events
- b. Meets expectations:
At a minimum, faculty are expected to meet their assigned student advising obligations, to be involved in at least one professional activity, one university committee, and/or one community-related activity (see above categories)
- c. Exceeds expectations:
Meets expectations and three additional activities cited above
- d. Outstanding:
Meets expectations and five additional activities cited above

Chapter approved by the Faculty of the College on Tuesday, December 5, 2011.

CHAPTER 9: Faculty Compensation Policies and Guidelines

The purpose of this policy is to provide consistency in decision-making about compensation.

GENERAL POLICY

Base Pay


In general, policies and procedures governing faculty salary administration are enumerated in the See University Faculty Handbook Chapter 6, §A, p. 6-1.

Faculty performance evaluations are conducted annually according to guidelines in Chapter 8 of the handbook. In general, performance evaluations will discuss job performance and job expectations within the current year.

Merit increases are dependent on authorization and funding by the by the University's Board of Trustees ("Board"). Upon approval, the Board will provide to the Office of the Provost and Vice President for Academic Affairs the allotment for the upcoming fiscal year. The Office of the Provost and Vice President for Academic Affairs will communicate to the Dean the merit pool for his/her college.

The Dean, in conjunction with his/her designee, will develop a metric for allocating increases within the merit pool approved by the Board and the guidelines established by the Office of the Provost and Vice President for Academic Affairs.

In general, merit increases will be awarded based on the performance evaluation. The size of the merit increase will be determined by available funds, productivity, efficiency, and exceptional quality of work performed above and beyond the standard performance of duties that can be documented.

 Please note that faculty members on probation or that receive a less than satisfactory performance evaluation will not be eligible for a merit increase.

Revised Friday, June 15, 2012 upon the request and authority of the Provost and Vice President for Academic Affairs.

ADDITIONAL COMPENSATION

Policy

It is the policy of the University to provide additional pay where circumstances warrant accomplishing its mission, goals and objectives. The Provost and Vice President for Academic Affairs have primary responsibility for establishing the salary scale and directly related conditions for additional compensation. Normally, the Provost and Vice President for Academic Affairs will accept the recommendation of the Dean of the College.

Qualification Requirements

To qualify for additional compensation, the academic unit's leader must follow the requirements within the section on ("Approval Authority) above, and the faculty member must meet the following conditions:

1. Faculty member is teaching above the teaching load as defined by the University Faculty Handbook (See Chapter 6, §E, p. 6-3) and/or the load established by the Provost and Vice President for Academic Affairs.
2. Faculty member does not have a teaching load reduction in effect at the time of the request for additional compensation. Under no circumstances will a faculty member receive additional compensation and a course reduction concurrently.
3. Faculty member's agreement to teach an overload course has been approved by the academic unit's leader.
4. Faculty member is teaching a course considered as an overload that meets the enrollment standard for that course as approved by the Provost and Vice President for Academic Affairs in accordance with unit's accreditation guidelines.
 - a. The following guidelines as established by the Office of the Provost and Vice President for Academic Affairs should be followed when course enrollment that falls below the established standard.
 - a. Cancel course/section;
 - b. Reassign students to an independent research study without additional compensation; or
 - c. Instructor of record grants student(s) permission to enter a closed course by completing the New Seat Card without additional compensation (See Appendices, p. 73 or for more information go to <http://academicaffairs.loyno.edu/records/registration>).
5. Faculty member's teaching load does not include an administrative course to secure and complete agreements for a provider to oversee a lab, practicum, internship, etc. An administrative course can be defined as a course that does not require tuition and is not for credit.
6. Faculty member is not serving in a formal administrative appointment such as a Unit Leader, Dean, or Associate Dean. (*University Faculty Handbook, Chapter 3, §C(1), p. 3-2*).
7. Faculty member has not agreed to forego additional compensation for a teaching load reduction the following semester or academic year. In lieu of additional compensation, if a faculty member teaches more than his or her normal course load requirement, the excess can be credited toward the next semester/year's teaching load with the written approval of the Dean. (For example, suppose that a faculty member teaches an additional course in an academic year but does not receive an overload payment for that course. In the following year, that faculty member would normally teach one less course with the prior approval of the Unit Leader. In order for the faculty member to take advantage of this option, he/she must have a contract in effect for the following semester/year.

Requests for additional pay must be submitted in writing as part of the normal budget projections for the incoming fiscal year. However, unforeseeable circumstances that arise during the current fiscal year will be considered on a case-by-case basis. Please note; however, under no circumstances should an employee be paid additional pay that was not pre-approved.

All requests for additional pay will be verified via LORA, SIS, and available funds via FRS.

ADJUNCT PAY

The Provost and Vice President for Academic Affairs have primary responsibility for establishing the salary scale and directly related conditions for additional compensation for Adjuncts. Normally, the Provost and Vice president for Academic Affairs will accept the recommendation of the Dean of the College.

Compensation rates will be based on the total credit hours offered for the course. A reduction/increase will be instituted for those courses that are above/below the standard three credit hours.

Chapter approved by the Faculty of the College on Tuesday, October 25, 2011.

CHAPTER 10: Academic Unit Leaders

RESPONSIBILITY, ROLES, AND AUTHORITY

Unit Leaders occupy a unique place in the continuum of academic administrators, as the facilitating link among the academic unit's faculty members, staff, students, and higher administration. All activities and roles of the Unit Leaders are undertaken in light of furthering the best interests of the students, faculty, and staff of the University.

Unit Leaders serve as:

- academic and administrative leaders of the academic unit;
- representatives of their academic unit, faculty members, students and staff to the rest of the University, especially higher administration;
- representatives of higher administration to their faculty members, students, staff and academic unit;
- managers of the academic unit's resources; and
- representatives of the academic unit and the University to external bodies;
- solicitors of external funds in coordination with University units (such as grants, contracts and donations) and in accordance with the strategic plan of the College unit.

These roles remain constant although specific responsibilities and duties may vary according to the mission, size, and complexity of the academic unit.

The responsibilities of the Unit Leader include, but are not limited to:

- coordinating the development of and implementing the academic unit's *Three-to-Five-Year Vision and Goals Statement*;
- leading the academic unit effort toward achieving University and College goals and initiatives;
- developing an academic unit budget;
- managing the fiscal affairs of the academic unit;
- leading and coordinating the academic unit's strategic planning and curriculum development;
- scheduling and assigning teaching;
- evaluating teaching (full-time and adjunct), scholarship and service;
- ensuring that all tenure track faculty are peer reviewed at least once per semester;
- assigning and evaluating staff workload;
- advocating for students;
- promoting excellence in instruction, scholarship and creative productivity, and service at the University;
- leading and coordinating the governance of the academic unit;

- leading the processes of faculty selection and ensuring that the appointment of Ordinary and Extraordinary faculty follows University, College and HR policies;
- leading the processes of staff selection and ensuring that the appointment follows University, College and HR policies;
- coordinating the professional development of faculty and staff;
- leading the evaluation of faculty and staff;
- providing recommendations to the Dean and Provost and Vice President for Academic Affairs regarding sabbaticals and other leaves for faculty and staff;
- leading the evaluation for professorships;
- managing staff; and
- developing, leading, and encouraging public service and community engagement efforts.

SELECTION PROCEDURES

Vacancy Determination: A vacancy will be declared by the Dean when a Unit Leader is not re-appointed, has elected not to continue in this role, or has been removed by the Provost and Vice President for Academic Affairs upon the recommendation of the Dean. A declaration of an anticipated vacancy might also occur with the creation of a new academic unit or the merger of two or more existing academic units.

Unit Leader Selection: New Unit Leaders are selected consistent with University guidelines as set forth below.

Interim Unit Leader Appointment: Interim Unit Leaders may be appointed by the Provost and Vice President for Academic Affairs upon the recommendation of the Dean, when in the Dean's assessment such an appointment is in the best interests of the academic area, its programs, students, staff, and faculty members. Acting/Interim Unit Leaders shall have the same responsibilities and authority as all other Unit Leaders. Where allowed by the unit's accreditation standards, acting/interim Unit Leaders need not have academic rank or tenure in the academic area. Those without tenure shall have the option of stopping their tenure clock without detriment.

TERMS OF APPOINTMENT

As described in *Chapter 3: Structure of the College*, the academic units of the college consist of departments, schools, and the Loyola Institute for Ministry. Chairs are the unit leaders of the departments; directors lead the others.

Terms of Appointment for Chairs

Chairs normally serve three to five year terms, as determined by the department. Chairs hold 12-month positions, beginning on August 1. One year prior to the expiration of the incumbent's term, the chair shall announce by March 30th whether he or she will be a candidate for another term. This announcement must be done in writing to all full-time faculty within the department, and also to the Dean of the College. If other full-time faculty members express interest in this position, they must also announce their candidacy in writing to all faculty within the department and to the Dean within two weeks from the incumbent's announcement of whether he/she will pursue another

term. The Dean will make a formal announcement of a candidate's appointment or election of the Unit Leader at the College's faculty meeting and in writing to all faculty in the department.

In the event there is not a faculty member already serving in the department to fill the position of chair and an outside search is required, the Dean will name the chair of the search committee from within the respective department. The search committee will conduct a national search, then make a recommendation for hire to the Dean. The Dean has final approval (with the consent of the Provost and Vice President for Academic Affairs) to accept the recommendation of the committee, appoint another applicant from the group, or continue with the search.

Chairs serve at the pleasure of the Dean and the Provost and Vice President for Academic Affairs, and may be removed from the position at any time by the Provost and Vice President for Academic Affairs, upon the recommendation of the Dean. In such an instance, the individual will be reassigned to responsibilities as a full-time faculty member.

FACULTY STATUS: At the time they assume their responsibilities, faculty serving as chair shall not have tenure as chair but they retain eligibility or continue in tenure as Ordinary faculty as a separate right. The Chair should serve for a stated term but without prejudice to reelection or to reappointment by procedures which involve appropriate faculty consultation. A stipend is attached to the office of departmental chair. (University Faculty Handbook, Chapter 3, §C(1), p. 3-3).

Under ordinary circumstances, unit leaders selected from amongst the faculty members in the academic unit shall hold the academic rank of Associate Professor or Professor within the academic unit of appointment and possess academic tenure. Directors hired from outside the University must be employed at the rank of Associate Professor or Professor, and must have credentials adequate for the award of academic tenure at the time of appointment.

Faculty, who serves as chair while an Assistant/Associate Professor without tenure, shall have the option of stopping their tenure clock without detriment. During their service as chair, the individual retains their faculty rank and tenure and they continue to have faculty rights and responsibilities.

The recommendation on tenure for an incoming chair will follow the established procedures for determining tenure, but on a time schedule appropriate for hiring negotiations. Exceptions must be recommended by the Dean of the College and approved by the Provost and Vice President for Academic Affairs of the University in writing.

Ordinarily, Directors negotiate their base salary at the time of hire and do not receive a stipend unless they are appointed internally from existing faculty.

COMPENSATION: Chairs receive an annual stipend paid during their term in office. Chairs are also granted a one-course reduction, per semester, in teaching load.

Terms of Appointment for Directors

Terms of appointment are negotiated between the director, the dean, and the Provost and Vice President for Academic Affairs. One year prior to the expiration of the incumbent's contract, the

director shall announce by March 30th whether he or she will be a candidate for another contract. This announcement must be done in writing to all full-time faculty within the academic unit, and also to the Dean of the College. If other full-time faculty members express interest in this position, they must also announce their candidacy in writing to all faculty within the academic unit and to the Dean within two weeks from the incumbent's announcement of whether he/she will pursue another term. The Dean will make a formal announcement of a candidate's appointment or election of the Unit Leader at the College's faculty meeting and in writing to all faculty in the academic unit.

In the event there is not a faculty member already serving in the academic unit to fill the position of unit leader and an outside search is required, the Dean will name the chair of the search committee from within the respective unit. The search committee will then make a recommendation for hire to the Dean, and the Dean has final approval (with the consent of the Provost and Vice President for Academic Affairs) to accept the recommendation of the committee, appoint another applicant from the group, or continue with the search.

Directors serve at the pleasure of the Dean and the Provost and Vice President for Academic Affairs, and may be removed from the position at any time by the Provost and Vice President for Academic Affairs, upon the recommendation of the Dean.

FACULTY STATUS: At the time they assume their responsibilities, faculty serving as director shall not have tenure as director but they retain eligibility or continue in tenure as Ordinary faculty as a separate right. The director should serve for a stated term but without prejudice to reelection or to reappointment by procedures which involve appropriate faculty consultation. A stipend is attached to the office of departmental chair. (University Faculty Handbook, Chapter 3, §C(1), p. 3-3).

Under ordinary circumstances, directors selected from amongst the faculty members in the academic unit shall hold the academic rank of Associate Professor or Professor within the academic unit of appointment and possess academic tenure. Directors hired from outside the University must be employed at the rank of Associate Professor or Professor, and must have credentials adequate for the award of academic tenure at the time of appointment.

The recommendation on tenure for an incoming Unit Leader will follow the established procedures for determining tenure, but on a time schedule appropriate for hiring negotiations. Exceptions must be recommended by the Dean of the College and approved by the Provost and Vice President for Academic Affairs of the University in writing.

COMPENSATION: Salary, stipends, and course loads for directors are a part of the contract between the director and the university.

Leaves and Sabbaticals: Upon completion of each term as Unit Leader, the individual shall receive all possible consideration for a sabbatical, consistent with other expectations of the sabbatical leave program and relevant policies and procedures in the University Faculty Handbook.

EVALUATION

Plans and Evaluation Criteria: Within 180 days of their initial appointment, the newly appointed Unit Leader shall submit to the Dean for discussion and approval, an annually renewable unit ***Three-to-Five Year Vision and Goals Statement***. After the Dean has approved the ***Three – to Five - Year Vision and Goals Statement***, the Unit Leader shall submit to the Dean for discussion and approval a one-year action plan.

Annual Formative Review. The Unit Leader shall be evaluated annually by the Dean as both a unit leader as well as a member of the faculty.

The Dean shall use as the primary, but not exclusive, basis for such assessments:

- fulfillment of the official roles and responsibilities of unit leader, as defined in § A: Responsibility, Roles and Authority above;
- comments from the unit leader being reviewed, in the form of a self-appraisal as a faculty member
- comments from the unit leader being reviewed, in the form of a self-appraisal as unit leader;
- formal, confidential input from the unit faculty and staff regarding those roles and responsibilities;
- progress toward fulfilling the one-year action in light of personal and unit plans.

Additionally, faculty and staff shall evaluate the Unit Leader annually following the tool and method of evaluation established by faculty governance. Faculty and staff shall use as the primary, but not exclusive, basis for such assessments, the fulfillment of the official roles and responsibilities of unit leader as defined in Unit Leader Evaluation Form found in Appendix G. At the conclusion of the Unit Leaders' evaluation, an individual designated by faculty shall provide a summary to faculty, staff, the Dean, and to the Provost and Vice President for Academic Affairs.

Revised Friday, June 15, 2012 upon the request and authority of the Provost and Vice President for Academic Affairs.

The purpose of the annual review is formative; it also provides a comparative basis for the award of merit-based salary increases. The review is an effort to help a Unit Leader achieve unit goals. In conducting the review, the Dean, faculty and staff will demonstrate sensitivity to factors over which the Unit Leader may have limited control. Following the review, the Dean will provide the Unit Leader with a written summary of the reviews, the Dean's assessment and the faculty and staff assessment. Unit Leaders may respond in writing to any element of the annual review within seven days of receiving the summary. The Dean will provide a summary of the annual reviews to the Provost and Vice President for Academic Affairs as well as any written comments of the summary from the Unit Leader.

Chapter approved by the Faculty of the College on Tuesday, December 5, 2011.

CHAPTER 11: Travel and Expense Reporting

In general, please refer to university guidelines for travel: <http://finance.loyno.edu/financial-affairs/travel>.

Purpose

The travel and expense policy ensures that faculty travel is consistent with the Jesuit values and mission of the University and College. It also ensures fair and equitable application of reimbursements by defining procedures for authorized travel and guidelines for expenses.

Overview

A balance must be maintained between the College's need for cost effectiveness and faculty needs for quality services. Accordingly, faculty must use the lowest cost alternative, consistent with good business practices. Neither luxury, nor sub-standard modes of transportation and accommodations should be used.

Faculty travel requests and expense reimbursements will be authorized only in circumstances that are clearly consistent with the mission of the College. It will be the responsibility of each academic unit leader to ensure that all faculty travel meets this objective and that reimbursement made only for actual, reasonable business expenses in connection with authorized travel. In order to maintain control over expenditures, any expense submitted which does not comply with the guidelines of this procedure will not be reimbursed, unless accompanied by a valid exception. Expense reports must be submitted within five (5) business days of the completion of travel.

All travel must be requested using the official College "**Travel Authorization Form**" ("TA"), signed by the appropriate Chair/Director within sixty (60) days prior to travel date or as soon as reasonably possible. Subsequent to approval; travel arrangements, including airfare, rental car, lodging, etc. are the responsibility of the faculty member or designated support staff. *Please note: Failure to complete the TA form may result in a delay of reimbursement.*

Implementation & Responsibility

1. Unit Leader Responsibility

- a. Unit Leaders shall know current travel policy and inform their faculty of the College's policy and procedures.
- b. Unit Leaders shall provide faculty with the amount allocated per faculty member by the Dean the beginning of the fiscal year.
- c. Determine if travel is necessary to achieve faculty professional development in their current appointment, and the unit's/college's mission and objectives.
- d. Review the TA and approve expenses in accordance with policy.
- e. Forward the TA to the Dean's Office for review and disposition.

2. Faculty Responsibility

- a. Discuss and plan annually with Unit Leader the need for travel as it relates to their professional development, and the unit's/college's mission and objectives.
- b. Complete the official College "Travel Authorization Form" at least sixty (60) days prior to travel and attach supporting documentation such as paper acceptance notice, invitation to speak, etc.
- c. Submit to Chair/Director for review and disposition.

Travel Authorization Approval

Subsequent to travel approval, faculty shall incur only expenses that are consistent with their professional development as approved by their Unit Leader, and the unit's/college's needs. Faculty shall exercise care in determining appropriate expenditures following the guidelines on Financial Affairs website (<http://finance.loyno.edu/financial-affairs/travel>) and the guidelines provided in this chapter. Faculty shall also submit check requests for the agreed reimbursable amount within five (5) business days from the completion of travel.

Revised Friday, June 15, 2012 upon the request and authority of the Provost and Vice President for Academic Affairs.

Chapter approved by the Faculty of the College on Tuesday, November 8, 2011.

CHAPTER 12: CSS Handbook Provisions

PROVISION FOR CSS FACULTY HANDBOOK REVISION

The authority for final approval of the *CSS Faculty Handbook* revisions is vested in the CSS Faculty. Moreover, each Faculty member may introduce suggested changes to the *CSS Faculty Handbook* according to the procedures set forth below.

SOURCES OF PROPOSED REVISIONS

A member of the Ordinary and Extraordinary Faculty may submit a proposed change to this Handbook by forwarding the proposal in writing to the Council of Directors and Chairs (“CDC”), including the reasons such change is desirable.

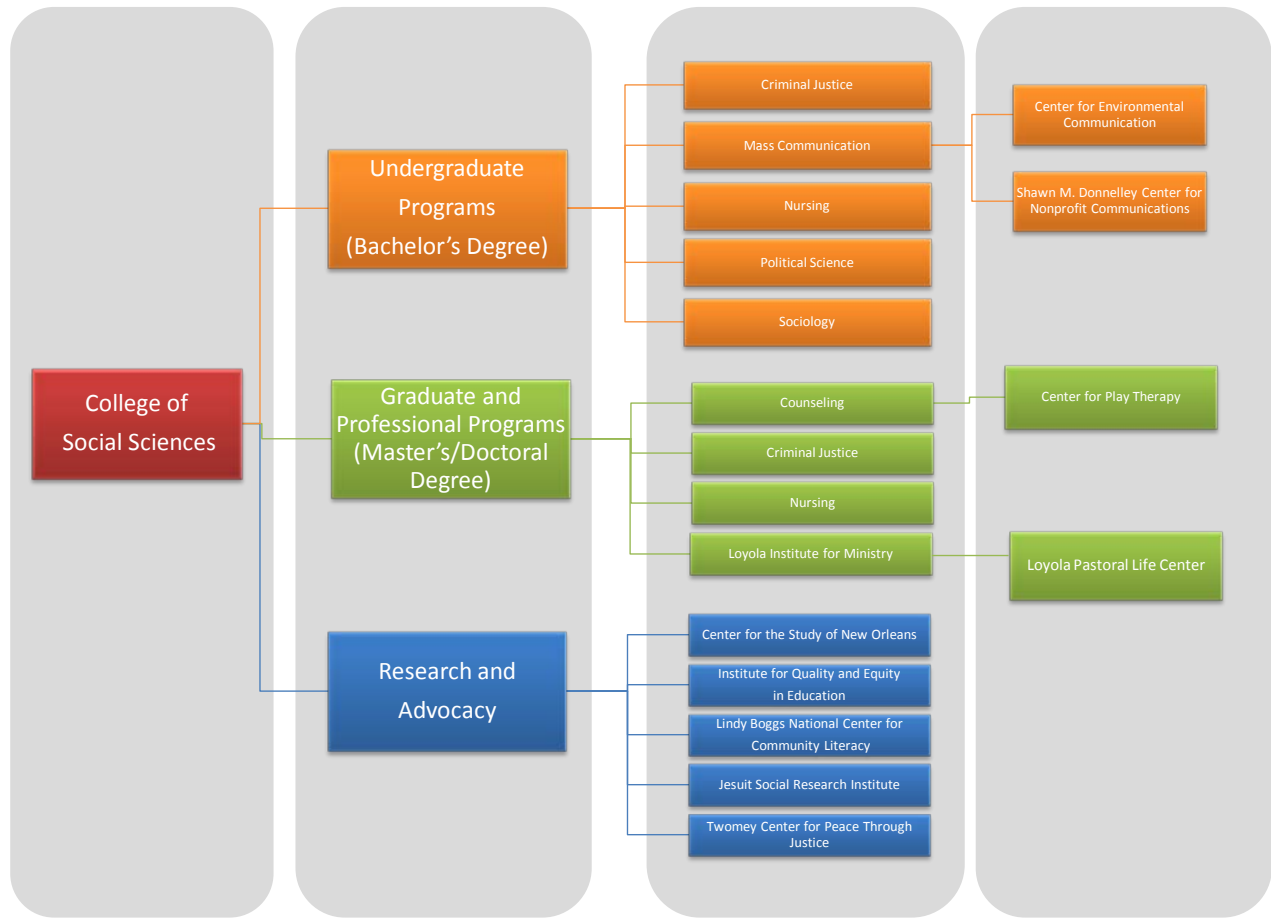
The faculty member will present the proposed change at the next College faculty general assembly for their consideration and disposition. A vote will be taken and the results recorded in the meeting minutes. Approved changes shall be forwarded to the Provost and Vice President for Academic Affairs for his/her review and disposition.

Revised Friday, June 15, 2012 upon the request and authority of the Provost and Vice President for Academic Affairs.

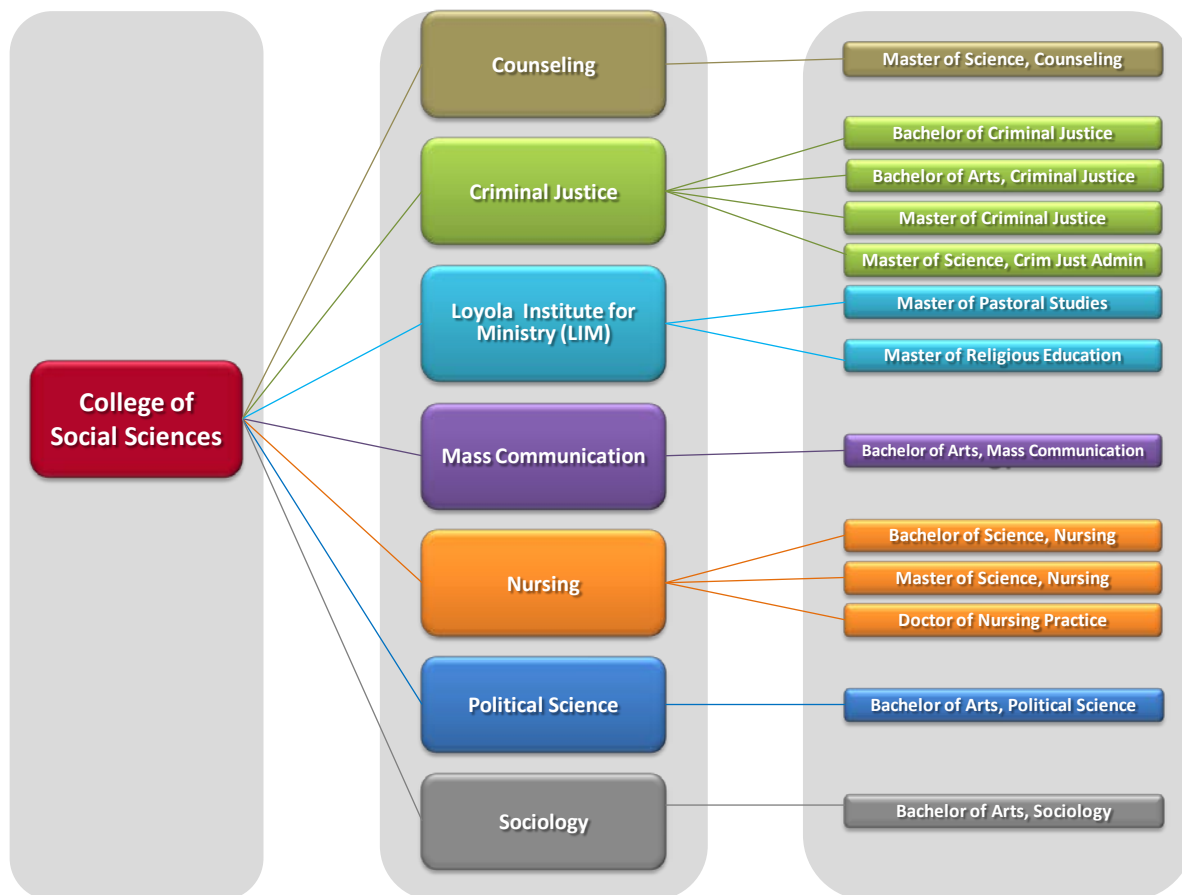
Chapter approved by the Faculty of the College on Tuesday, November 8, 2011.

APPENDICES

APPENDIX A: CSS ORGANIZATIONAL CHART



APPENDIX B: CSS DEGREE PROGRAMS



APPENDIX C: TRAVEL AUTHORIZATION FORM



COLLEGE OF SOCIAL SCIENCES TRAVEL AUTHORIZATION FORM

All requests for travel funds must be approved at least 60 days prior to the event. Requests must meet conditions specified in the University/College travel policy and be approved by the Unit Leader and the Dean.

Traveler: _____ E-mail: _____
 School/Department: _____ Extension: _____

In State Travel
 Out of State Travel
 International Travel (including Canada)
 Other: _____

Purpose: _____
 Yes No If to present a paper, has paper been accepted? Attach copy of notice.
 Paper Title: _____
 Destination: _____
 Departure Date: _____ Departure Time: _____
 Return Date: _____ Return Time: _____

Estimated Travel Cost Worksheet		MEAL AND MILEAGE SUGGESTIONS	
	Amounts		
Airfare	_____	Meal Reimbursement Will follow the policy established by the University's Financial Affairs Office.	<i>Departure Day</i>
Lodging	_____		Leave Before 7:00 a.m. 3 meals
Car Rental	_____		Before 11:00 a.m. 2 meals
Mileage	_____		Before 5:00 p.m. 1 meal
Per Diem	_____		<i>Return Day</i>
Misc. Transport	_____	Mileage Reimbursement Will follow the annual rate published by the University's Financial Affairs Office.	Return After 8:00 a.m. 1 meal
Registration	_____		After 2:00 p.m. 2 meals
Meals	_____		After 7:00 p.m. 3 meals
TOTAL	_____		
Request for Travel Advance		Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, Total Amount \$ _____

I understand that if this travel request is to present a paper and the paper is not accepted or if I am unable to attend, funding approval will be withdrawn.

Signature: _____ Date: _____
Traveler's Name

TO BE COMPLETED BY THE UNIT LEADER/BUDGET MANAGER/DESIG-NEE

Budget: Acct # _____ Percent: _____ Acct # _____ Percent: _____
 Signature: _____ Date: _____
Unit Leader/Budget Manager/Designee

TO BE COMPLETED BY THE OFFICE OF THE DEAN

Approved _____ Amount approved if different from total requested.
 Budget: _____ Account number if different from above.
 Denied Reason: _____
 Signature: _____ Date: _____
Dean/Associate Dean/Designee

APPENDIX D: TEACHING LOAD REDUCTION REQUEST FORM



COLLEGE OF SOCIAL SCIENCES

Teaching Load Reduction Request Form

Instructions: This form is to be completed by the Unit Head requesting a course reduction for a faculty member teaching the standard load set forth by the University Faculty Handbook ("UFC"), Chapter 7, § E p. 3. This form must be submitted to the Dean's Office no later than eight weeks prior to the beginning of the term for which the teaching load reduction is requested. To qualify for a teaching load reduction, the following conditions must be met:

1. The term/semester/academic year **prior** to the period in which the teaching load reduction is requested, the:
 - a. Ordinary faculty member met the obligation for research, scholarship and service and the teaching load reduction requested for the **current** term/semester/academic year is below 9 credit hours; or
 - b. Extraordinary faculty member met the 12 credit hour teaching load and the teaching load reduction requested for the **current** term/semester/academic year is below 12 hours.
2. Faculty member's core teaching schedule for the **current** term/semester/academic year in which the course reduction is requested meets at least the minimum student enrollment standard for those courses as established by the UC&CC/Provost and Vice President for Academic Affairs.
3. Faculty member is not currently receiving a stipend. Under no circumstances should a faculty member receive a course release and a stipend. Only formal administrative appointments have a stipend attached per UFC.

To be completed by the Unit Head:

Name: _____ Department: _____ Rank: _____

Start Date of Reduction: _____ FORMAT: X/X/XXXX End Date of Reduction: _____ FORMAT: X/X/XXXX

Requested Reduction: 3 Credit Hrs 6 Credit Hrs Other: _____

Course Number & Title: _____ ← List the course(s) being released.

If funds already exist to cover a replacement for the released course, please complete the boxes below.

Funding Source: *list acct #* _____ Release Costs: _____ ← Compensation for adjunct/overload.

If funds **DO NOT exist, select the funding source below and enter \$\$\$ needed in the box here→.**

Funding Supplied by: Dean's Office Provost's Office Other: _____

Reason for Request: *Please note that this section will expand up to 5000 words. Include duties to be performed and list courses to be taught during the teaching reduction period.*

Chair/Director Signature: _____ Date: _____

To be completed by the Dean's Office:

Approved Not Approved - Explain: _____

Dean's Signature: _____ Date: _____

To be completed by the Provost's Office:

Approved Not Approved - Explain: _____

Provost's Signature: _____ Date: _____

APPENDIX E: ADMINISTRATIVE STIPEND REQUEST FORM



COLLEGE OF SOCIAL SCIENCES

INTEROFFICE MEMORANDUM

Date:

To: Dean and Professor College of Social Sciences

From:

Subject: Administrative Appointment Stipend Request

I'm writing to request a stipend in the amount of \$_____. The details of this request are provided below and the position description is attached for your review.

ADMINISTRATIVE STIPEND DESCRIPTION:

1. Stipend Position Title:
2. College/Department:
3. Name of Person to Receive Stipend:
4. Responsible to:
5. Summary of Stipend Position:
6. Duties and Responsibilities that will be Performed to Earn Stipend:
7. Time Period for Stipend Duties:
August 1, 2011 to July 31, 2012
8. Other Consideration Received for Stipend Position, e.g., Course Release:

Approved Not Approved for: _____
Dean's Signature: _____ Date: _____

APPENDIX F: FACULTY ANNUAL EVALUATION FORM



**LOYOLA
UNIVERSITY
NEW ORLEANS**

COLLEGE OF SOCIAL SCIENCES Faculty Annual Evaluation Form

Each year faculty shall establish annual goals in consultation with his/her Unit Leader. This instrument is a tool in which the Unit Leader evaluate faculty and faculty conducts a self-assessment of their performance at least annually. Faculty should forward their self-assessment with updated vitae to the Unit Leader during the review period. The Unit Leader meets with faculty to discuss their self-assessment and the Unit Leader’s assessment. Using this instrument effectively allows faculty to understand how his/her effectiveness is viewed by their Unit Leader; to help identify strengths; and to assist in identifying areas needing professional development. **Please note: Unlimited space is provided in the comment field at the end of Sections A-C to add accomplishments/activities not listed.**

Name: _____ Name of Person Evaluated	Date: _____ Date Evaluation Completed
Supervisor: _____ Unit Leader’s Name	Department: _____ School/Department Name

Evaluation Type: Faculty Self-Evaluation Unit Leader’s Evaluation of Faculty

Rating Scale:

0 Does not meet minimum expectations	1 Needs improvement. Some minimum expectations not fulfilled	2 Satisfactory. Minimum expectations met
3 Exceeds minimum expectations	4 Outstanding	NA Not applicable. Leave rating field blank.

A. TEACHING

Rating Activity

Does Not Meet Expectations

1. Unannounced absences from scheduled classes.
2. Fails to post a syllabus that meets University criteria by the beginning of the term.
3. Fails to employ clear evidence of appropriate assessments of leaning objectives.
4. Consistently scores below 3 overall on student evaluations.
5. Optional faculty peer-teaching evaluation as guided by department protocols.
6. Consistently fails to keep regular posted office hours. Doesn’t answer email in a timely manner. See “Meets Requirements,” Nos. 7, 11, 12 and 13 below.

Meets Expectations

7. Meets regularly scheduled classes or, for faculty teaching online courses, communicates regularly with online students.
8. Provides a syllabus that meets University criteria and is posted on LORA by University deadline.
9. Employs clear evidence of appropriate assessments of learning objectives.
10. Scores 3 or above overall on student evaluations.
11. Is appropriately available to students through office hours, phone/email contact, and/or scheduling meetings in a timely manner as needed.
12. Faculty who teach traditional on-site undergraduate courses are expected to hold regular office hours as guided by the department protocols.

.....
.....
..... 13. During the week, responds to student emails or calls within a reasonable timeframe.

.....
..... 14. Optional faculty peer-teaching evaluation as guided by department protocol.

Exceeds Expectations

Faculty member fulfills criteria under "meets expectations" and demonstrates significant accomplishments using the following list as an illustrative guide.

.....
..... 15. Ranking on student evaluations are greater than the global department and college mean on all courses.

.....
..... 16. Evidence of significant academic interaction with students outside the classroom in activities such as supervision of research, independent studies, service-learning projects, or field studies.

.....
..... 17. Evidence of the preparation and use of innovative instructional materials, teaching techniques, and/or technology.

.....
..... 18. Development and teaching of a new course.

.....
..... 19. Creative revisions of course content, methodology, or teaching materials.

.....
..... 20. Special recognition of creativity in teaching by an external group.

.....
..... 21. Special mentoring of students who receive prestigious scholarships or fellowships.

.....
..... 22. Class sizes that regularly exceed enrollment caps.

.....
..... 23. Special mentoring of students to achieve success (e.g. precepts students in clinical practice, mentoring students in special projects, assisting with applications for scholarships and applications to graduate/professional schools).

.....
..... 24. Optional faculty peer teaching evaluation as guided by department protocols.

Outstanding

.....
..... 25. Meets all of the minimum expectations, satisfies the criteria under *exceeds expectations*, and demonstrates performance above and beyond that level. Cite specific examples here→:

Comments:

B. RESEARCH AND SCHOLARSHIP

To guide the assessment process, the following list is intended to serve as illustrative (but not definitive) examples of scholarly activities. Every unit and department in the College should have a formally approved Protocol for Annual Merit Evaluation and Salary Distribution that spells out the specific standards and procedures that will be used to assess faculty performance.

Rating Activity

Scholarly Activities

.....
..... 26. Papers presented at professional/scholarly conferences.

.....
..... 27. Chair/moderator/organizer/discussant roles for a session at a professional/scholarly conference.

.....
..... 28. Submission/receipt of an internal research grant.

.....
..... 29. Submission/receipt of a research fellowship or internship.

.....
..... 30. Submission/receipt of an external research grant.

.....
..... 31. Lectures, seminars or similar presentations at educational/professional institutions outside Loyola/similar on-campus presentation.

.....
..... 32. Professional/creative disseminated works.

.....
..... 33. Awards for scholarly activities.

.....
..... 34. Evidence of ongoing data collection.

.....
..... 35. Other: _____

.....
 36. Other: _____
 37. Other: _____
 Peer Reviewed Scholarly Publications or Activities
 *Subject to distinctions in quality/quantity/prestige, etc., identified in unit protocols.*
 38. Book.
 39. Textbook.
 40. Significant book revision.
 41. Refereed journal article.
 42. Editorship of a special journal issue or series.
 43. Book chapter in a reader or anthology.
 44. Book review.
 45. Encyclopedia article.
 46. Juried art, video, etc., exhibits.
 47. Publications awards.
 48. Articles or creative work in popular media.
 49. Other: _____
 50. Other: _____
 51. Other: _____
 Comments:

C. PROFESSIONAL, UNIVERSITY AND COMMUNITY SERVICE

The list of activities in this section are intended to serve as illustrative (but not definitive) examples of professional, university, and community service activities, likewise to be delineated in more detail by unit and department protocols. Space is provide to add "other" activities not listed. Please follow the guidelines below when assessing performance in this section.

Does not meet minimum expectations: (*Any of the following*): a) Does not meet with assigned student advises; b) Serves on no professional, university or community committees/events.

Meets Expectations: At a minimum, faculty are expected to meet their assigned student advising obligations, to be involved in at least one professional activity, one university committee and/or one community-related activity (See categories below.)

Exceeds Expectations: Meets expectations and three additional activities cited below.

Outstanding: Meets expectations and five additional activities cited below.

<u>Rating</u>	<u>Activity</u>
	Professional Service
.....	52. Holding an elected office in an international, national or regional professional association.
.....	53. Appointed or elected committee chairperson of a section of a professional association.
.....	54. Memberships in professional associations.
.....	55. Editorships/manuscript review work for publishers or journals.
.....	56. Professional consulting for business, governments or non-profit agencies.
.....	57. Awards for professional service.
.....	58. Other: _____
.....	59. Other: _____

- 60. Other: _____
 University Service
- 61. Elected/appointed department/unit chairperson.
- 62. Committee chair/liaison role.
- 63. Department committee service.
- 64. Assigned student advising.
- 65. Student organization advisor roles.
- 66. Program chairs/academic program roles.
- 67. University service awards.
- 68. Speaking/organizational/recruitment efforts for university functions.
- 69. Writing student letters of recommendation.
- 70. Writing student letters of recommendation.
- 71. Other: _____
- 72. Other: _____
- 73. Other: _____
- Community Service (usually related to professional expertise)
- 74. Speaking/organizational efforts for community functions.
- 75. Media interviews/appearances/exposure.
- 76. Board service/organizational memberships.
- 77. Volunteer services.
- 78. Community service awards.
- 79. Other: _____
- 80. Other: _____
- 81. Other: _____

Comments:

D. Additional comments related to annual performance not mentioned above.

E. Signature

This evaluation was reviewed with me by my supervisor. My signature indicates that I have completed these discussions, but does not necessarily imply my agreement. Any areas of disagreement are noted in my comments in [Section F](#) below.

Signature: _____
 Faculty Member's Signature

Date: _____

Signature: _____
 Unit Leader's Signature

Date: _____

F. Comments

APPENDIX G: UNIT LEADER ANNUAL EVALUATION FORM



COLLEGE OF SOCIAL SCIENCES Unit Leader Evaluation

Each year the Unit Leader shall in consultation with his/her faculty and the Dean or his/her designee, establish annual goals for the academic unit. This instrument is a tool in which the Unit Leader, their faculty and staff evaluate the Unit Leader's fulfillment of those responsibilities and his/her contribution towards the attainment of those goals. The information gathered will help the Unit Leader to understand how his/her effectiveness is viewed by others; to help them identify strengths; and to assist them in identifying areas needing professional development. Upon completion, the Unit Leader, staff or faculty should forward directly to the Dean. The feedback provided will be kept **strictly confidential**.

Evaluation Type: Unit Leader Self-Evaluation Faculty or Staff Evaluation of the Unit Leader

Evaluator: _____

Leave blank if you wish to remain anonymous.

Date: _____

Date evaluation completed

Evaluatee: _____

Unit Leader's Name

Department: _____

School/Department Name

Rating Scale:	0 Does not meet minimum expectations	1 Needs improvement. Some minimum expectations not fulfilled	2 Satisfactory. Minimum expectations met
	3 Exceeds minimum expectations	4 Outstanding	NA Not applicable. Leave rating field blank.

Please enter a numerical rating in the field provided to the left of each numbered question that reflects how you believe you/the Unit Leader performed during the review period. **Please note: Unlimited space is provided in the space labeled "Comments" in each category for additional remarks.**

I. Coordinating the development of and implementing the academic unit's *Three-to-Five Year Vision and Goals Statement*.

A. STRATEGIC PLANNING ABILITY

Strategic planning is intended to provide both the direction (strategy) and the actions (execution) needed to achieve goals. The plan should give recognition to the overall character of the University, current development in the discipline and the needs of the unit/faculty/students. Goals and reasonable timetables should be developed and clearly stated.

Rating Knowledge, Skills and Abilities

1. Demonstrates awareness of the University's vision, mission and Jesuit values and incorporates those attributes as well as those of the college into the unit's strategic goals.
2. Identifies priorities in accordance with the University and College's strategic directions; and develops and implements action plans accordingly; organizes the necessary resources; and monitors outcomes.
3. Identifies synergies across the University, the college and unit and incorporates those attributes into the unit's strategic plan.
4. Works collaboratively with faculty and staff in developing the unit's strategic plan; and gains buy in before implementation.
5. Develops strategic, executable plans that provide cost savings and improves efficiency.
6. Reduces risk by eliminating variability and ambiguity in language, outcomes, and process.
7. Provides an academic-centered perspective, including facilitating bidirectional communication.

- 8. Provides repeatable, predictable, measurable results and enforces accountability.
- 9. Empowers faculty and staff with “business truth.” Authentic and truthful about the state of affairs.
- 10. Enables the unit to develop plans more efficiently with minimal intrusion.

Comments:

II. Leading the academic unit effort toward achieving University and college goals and initiatives; and leading and coordinating the governance of the academic unit.

B. LEADERSHIP ABILITY

Effective leadership is not about what you make others do. It's about who you are, what you know, and what you do. A leader is a reflection of the people who follow him/her. An effective leader is not a one-man show or do-it-all-yourself hero. An effective leader recognizes and takes advantage of the skills and talents of others to form a cohesive unit.

Rating Knowledge, Skills and Abilities

- 11. Demonstrates awareness of the University’s vision, mission and Jesuit values and incorporates those attributes into his/her leadership style.
- 12. Imparts to others the vision, mission, goals, knowledge and technical expertise of the unit.
- 13. Fosters an inviting learning environment for faculty, staff, and students who bring varied human characteristics, backgrounds, interests, and points of views that serve to enrich the Loyola community.
- 14. Integrates diversity into all of the unit’s activities including attracting, retaining and developing faculty, staff and students commensurate with the campus mission and service region.
- 15. Incorporates principles of multiculturalism, pluralism, equity and diversity into the curriculum and/or co-curriculum to the extent possible.
- 16. Ensures that the events, messages, symbols, values, etc., of the unit is welcoming and inclusive for all faculty, staff, students and the broader community.
- 17. Demonstrates through words and actions clarity of expectations, investment of human and fiscal resources and accountability.
- 18. Demonstrates the ability to influence and inspire others to accomplish goals or objectives for the unit.
- 19. Works collaboratively with others across campus and recognizes the importance of their contribution to the University when conducting unit business.
- 20. Earns trust and confidence of faculty, staff and students by building good relationships, demonstrating trustworthiness and displaying high ethics.
- 21. Possesses an instinctive knowledge or intuition to make successful decisions.
- 22. Demonstrates a clear sense of the purpose of the unit.

Comments:

C. AUTHORITY

Authority is the ability to establish the right to make decisions and is a transactional concept that includes the committed consent of others. The appropriate amount of authority is exhibited—neither abdicating responsibility nor usurping the authority of others. Appropriate provisions are made for advice and consultation with others affected by decisions.

Rating Knowledge, Skills and Abilities

- 23. Acts within University professional, ethical, legal boundaries and encourages others to adhere to these and behaves consistently in accordance with clear personal ethics and values.
- 24. Demonstrates an understanding of others to minimize the underdevelopment of trust.
- 25. Builds trust so that authority is accepted by others.

- 26. Respects others authority.
- 27. Assesses the data and expertise of others and delegates authority to accomplish a task and/or organizational goals—setting specific parameters of authority.
- 28. Communicates delegation of authority to other stakeholders.

Comments:

D. JUDGMENT

Effective judgment is the ability to arrive at a sound and timely decision, even on highly complex matters. Defends judgments in a clear, logical way to all interested parties.

Rating Knowledge, Skills and Abilities

- 29. Forms judgments on facts and objective data. Is free from preconceptions and biases.
- 30. Gathers all relevant information and demonstrates thorough awareness of a situation before a decision.
- 31. Demonstrates a concern and welfare of others; being aware of geographical or cultural differences.
- 32. Maintains a high level of integrity in judgment--taking responsibility for a decision and the consequences thereof, if unfavorable.

Comments:

E. FUNDRAISING

Effective fundraising is the ability to assess the needs of the unit and solicit external monies to meet those needs.

Rating Knowledge, Skills and Abilities

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- 33. Pursues funding (including grants) that align with the vision, the mission and Jesuit values of the University and the mission of the college and unit.
- 34. Informs faculty and staff and gains their buy in and support during the application process.
- 35. Applies principles of sincerity and ethical integrity in conveying the benefit and value of the activity or project to faculty, staff and potential donors.
- 36. Demonstrates accountability. Provides accurate, complete, understandable and honest narrative reports and financial reports, available at any time.
- 37. Promotes transparency. Is honest about all activities and expenditures. Is open for inspection at any time. Maintains record of activities and provides progress reports in a timely fashion.
- 38. Sets clear, attainable, measurable goals and objectives.

Comments:

III. Developing an academic unit budget; managing the fiscal affairs of the academic unit.

F. STEWARDSHIP AND RESOURCE MANAGEMENT

Each unit is allocated funds at the beginning of each fiscal year that is used to manage all of its activities such as professional development, technology refreshment, teaching, research, etc. Promotes faculty and staff efficiency consistent with enrollment standards.

Rating Knowledge, Skills and Abilities

- 39. Demonstrates responsible financial planning and management of all resources by adhering to the policies of University, Financial Affairs, the Provost's Office and/or the college.
- 40. Maintains accounting records in accordance with Financial Affairs policies to support financial auditability throughout its lifecycle.

- 41. Assures that academic programs are affordable and sustainable over time.
- 42. Performs budget analysis to determine the financial needs of each program and the unit as a whole.
- 43. Develops faculty assignments in accordance with enrollment policies and standards established by the College/Provost's Office.
- 44. Promotes efficiency by gathering input from faculty and staff to streamline processes—eliminating redundancy, complexity, etc.
- 45. Maximizes the unit's financial resources by assessing course enrollment and increases class size where appropriate.
- 46. Identifies spending restrictions and available funding to manage expenses within budget.
- 47. Identifies and calculates expense categories, i.e., supplies, travel, entertainment, etc., to meet unit needs.
- 48. Follows protocol/policy and secures approval on items requiring the Dean's/Provost's signature.
- 49. Uses resources efficiently and effectively to reach goals in the spirit of responsible stewardship.
- 50. Monitors budget expenditures to prevent deficits, and takes corrective action to prevent shortfalls at the conclusion of the fiscal year.

Comments:

IV. Managing faculty and staff; leading faculty and staff and professorship evaluations; assigning and evaluating staff workload; faculty scheduling and teaching, peer reviews and teaching, scholarship and service; coordinating professional development; providing recommendations for reclassification, promotion, tenure, contract renewal, sabbatical, etc., according to University policy.

G. PERFORMANCE DEVELOPMENT

Effective leaders provide frequent guidance, coaching and feedback throughout the year on duties and responsibilities, performance goals and expectations, and progress at meeting goals and performance areas to be developed. He/she ensures that performance enhancing activities tie into the goals and expectations of the job requirements, the mission and Jesuit values of the University, and the vision of the College and unit.

Rating Knowledge, Skills and Abilities

- 51. Collaborates with faculty and staff individually at the beginning of the year to establish performance goals and expectations that tie into job requirements, the mission and Jesuit values of the University, and the vision of the College and unit. Sets clear, attainable, measurable goals/objectives.
- 52. Guides and motivates faculty and staff towards meeting challenges and achieving objectives; and promotes ownership and responsibility for desired outcomes.
- 53. Ensures faculty and staff are meeting the obligations of their assigned duties and responsibilities.
- 54. Conducts evaluations in a timely manner and within the dates established by HR/Provost's Office.
- 55. Discusses with faculty/staff their strengths and identifies areas for improvement.
- 56. Meets with faculty/staff periodically to assess their performance against goals and expectations.
- 57. Provides feedback to faculty and staff regularly during review year.
- 58. Provides the support (i.e., funding, time, etc.) for faculty/staff to attend training, conferences, etc.
- 59. Shows willingness to learn from previous experience and mistakes, and applies lessons to improve own performance.
- 60. Seeks feedback to improve own skills, knowledge and performance.

Comments:

H. HUMAN RELATIONS

Effective human relations motivate others in order to develop teamwork which effectively fulfils their needs and leads to achieving organizational goals. Effective human relations bring out the best in people; is considered of others; and exhibits fairness in matters involving individual faculty, staff, and students.

Rating Knowledge, Skills and Abilities

- 61. Uses effective verbal and nonverbal communication when interacting with others.
- 62. Listens to employee issues; expresses concern and resolves in a timely manner.
- 63. Demonstrates respect for others; shows empathy or understanding of another’s position in an issue.
- 64. Gives credit when/where credit is due. Commends others for doing a good job.
- 65. Demonstrates faith in others’ decisions. Seeks and accepts others’ advice.
- 66. Adheres to and promotes conduct enumerated in policies, standards and values of the University/college.
- 67. Avoids conflicts of interest when competing interests/loyalties are, potentially at odds with each other.

Comments:

I. RELATIONSHIPS WITH OTHERS

Effective relationships are built through cooperating and working with others. Recognizes and appreciates unique contributions of other units of the College/other divisions within the University.

Rating Knowledge, Skills and Abilities

- 68. Demonstrates the ability to work constructively with people of all backgrounds and respects differences and ensures that all can contribute.
- 69. Develops and promotes collaborative relationships with colleagues and team members and deals constructively with conflicts.
- 70. Develops and strengthens internal and external partnerships that can provide information, assistance and support to the University, college and/or unit.
- 71. Is transparent in dealing with others and works cooperatively to share ideas and to gain new perspectives and points of view.
- 72. Creates a non-threatening and supportive environment where ideas flow freely.
- 73. Listens to others point of view; demonstrates sensitivity.
- 74. Participates in discussions; accepts and completes assignments to accomplish the bigger picture.

Comments:

V. Leading the processes for faculty and staff selection; ensuring that Ordinary and Extraordinary faculty appointments follows University, College and HR policy.

J. RECRUITING/HIRING/RETENTION AND ADMINISTRATION

Effective administration is the ability to assemble and direct support faculty and staff. Handles routine matters expeditiously—answering questions directly and promptly. Conduct meetings with fairness and efficiency. Provide appropriate direction and assistance on tasks/goals/objectives.

Rating Knowledge, Skills and Abilities

- 75. Integrates diversity into the unit’s activities to attract, retain and develop faculty, staff and students commensurate with the campus mission and service region.
- 76. Recruits, hires, evaluates, trains and assigns faculty, staff, temporary and student workers according to University HR and/or Academic Affairs policies.
- 77. Demonstrates recruiting efforts reflects the diversity of the University and its diversity goals.
- 78. Demonstrates sensitivity in working with and meeting the needs of a diverse group of faculty, staff and

students.

- 79. Serves notice internally of all faculty and staff vacancies and supports promoting from within.
- 80. Ensures that the hiring search committee/interview team is diverse and reflective of the varied human characteristics, backgrounds, interests, and points of views of the unit/position.
- 81. Makes appropriate contributions to the discipline/department and assumes an appropriate share of faculty responsibilities.
- 82. Makes appropriate contributions to the College by serving effectively on committees, projects, special assignments, etc.
- 83. Speaks and writes clearly, adapting communication style and content appropriate to meet the needs of the intended audience.
- 84. Prepares for and attends meetings on a regular basis and actively participates in the discussion.

Comments:

K. ADVOCACY

Advocates the views, goals, needs, and interests of the University/College/unit/faculty/students to accomplish goals.

Rating Knowledge, Skills and Abilities

- 85. Acknowledges problems; informs the appropriate parties and seeks help when necessary.
- 86. Discloses all details of the situation including admitting errors.
- 87. Won't tell you to just work it out, but offers suggestions for other alternative solutions.
- 88. Speaks on behalf of the unit and others.
- 89. Gives credit to others for their contribution to accomplish unit goals and objectives.

Comments:

VI. Advocating for students; and promoting excellence instruction, scholarship and creative productivity and service at the University.

L. STUDENT INTERACTION AND INVOLVEMENT

Members of the faculty expect Loyola University New Orleans' students to meet high standards of performance and behavior. Accordingly, faculty must adhere to comparably high standards in dealing with students. Faculty responsibilities to students are predicated on the fact that students are fellow members of the University community, deserving of respect and consideration in their dealings with the faculty. It is the Unit Leader's responsibility to guide the relationship between faculty and students.

Rating Knowledge, Skills and Abilities

- 90. Ensures the University's Jesuit values are reflected in the unit's attitude, behavior, instruction and curriculum when interacting with students
- 91. Demonstrates sensitivity in working with and meeting the needs of a diverse student population.
- 92. Communicates knowledge of the curriculum.
- 93. Directs and leads the student grievance process according to unit/University policy.
- 94. Involves him/herself in student governance and policy development as appropriate.
- 95. Directs, leads and/or participates in student orientation.
- 96. Avails self regularly to students, establishing a rapport and demonstrating concern for student issues.
- 97. Monitors and tracks attrition rates and makes adjustments when and where appropriate.
- 98. As a faculty member ensures students needs are met, e.g., advising, teaching, assignments, syllabus, etc.
- 99. Promotes a climate of academic integrity including talking to students about the importance of academic integrity, role modeling for students, creating an environment that promotes trust and

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making clear expectations for the class, including attribution and collaboration to the extent in which it is permitted.
.....

Comments:

VII. Recommendation for Reappointment.

M. RECOMMENDATION FOR REAPPOINTMENT

At the conclusion of the term of professional obligation as determined by the Provost and Dean, do you recommend the Unit Leader for reappointment? Enter an "X" in the appropriate box below.

Yes No

N. ADDITIONAL COMMENTS

Please state the reasons below that support your recommendation above including any reservations and/or specific areas of concern not captured by this evaluation.

Thank you!

We appreciate your willingness to participate in this process. Your comments will be kept in the strictest confidence.

Please forward your responses in a **confidential** envelope addressed to the Dean.