

Section 8

Eastern Connecticut State University

A Unit of the Connecticut State University System

Faculty Handbook

Faculty Responsibilities, Instruction, Retention, Promotion, Tenure

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Process for Undergraduate Academic Appeals

Note: This list does not include academic appeals standards established by individual academic departments.

- Academic appeals for full-time students are administered by the Academic Advisement Center (AAC) in Winthrop Hall.
- Academic appeals for Part-time students are administered by the School of Continuing Education (SCE) located in the ground floor of Burr Hall.

<u>Type of Appeal</u>	<u>1st Level</u>	<u>2nd Level</u>	<u>3Rd Level</u>
	*Full Time/Part time		
GER (Substitution/Waivers; Including HPE, Foreign Language, Computer Competency)	AAC/SCE (In consultation with Department Chairperson's And the Writing & Math Coordinators when deemed necessary)	Dean of Degree	*****
Add/Drop After Deadline	No Appeal	Strict Adherence To policy	*****
Withdrawal After Deadline	No Appeal	Strict Adherence To policy	*****
Credit/No Credit After Deadline	AAC/SCE	*****	*****
Permission Take Course Outside Eastern	AAC/SCE	Dean of Degree	*****
Transfer of Credits from Another University	Admissions Director (Incoming Students) Registrar (Cont. Students) (In consultation with Dept. Chairperson when deemed necessary)	Chairperson	*****
Audit Course After Deadline	AAC/SCE	*****	*****
Grade Appeal	Faculty	Chairperson	Dean of Course (Grade Appeal Committee)
Overload	AAC	Dean of Degree	*****
Underload	AAC (504 Disability Act)	*****	*****
Major/Minor Courses Substitution/waiver	Chairpersons	*****	*****

Teacher Certification Substitution/Waivers	Chairperson of EDU Dept.	*****	*****
Upper Division Requirement (60 credits at 200-300 and 30 Credits at 300-400)	AAC/SCE	Dean of Degree	*****
Writing Placement	AAC/SCE (In consultation with writing director when deemed necessary)	*****	*****
Math Placement	AAC/SCE (In consultation with Math Placement Coordinator when deemed necessary)	*****	*****
Change of CR/NCR Option To letter grade	No Appeal	Strict Adherence to Policy	*****
Academic Dismissal	Dean of Degree	*****	*****
Reinstate Probationary Status (FT or PT)	Dean of Degree	*****	*****
Readmission on Probation Status (FT or PT)	AAC	Dean of Degree	*****
Registering for more than 21 credits per semester	No Appeal	Strict Adherence to Policy	*****
15 Credits in Residence for Major	No Appeal	Strict Adherence to Policy	*****
15 Credits in Residence for Associate Degree	No Appeal	Strict Adherence to Policy	*****
30 Credits in Residence for Degree	No Appeal	Strict Adherence to Policy	*****
Last 30 credits in Residence	AAC/SCE	*****	*****

Advising an Organization

Faculty may be asked by a student organization to serve as the faculty advisor. Such a request implies respect and friendship on the part of the students. The faculty member should recognize that this responsibility carries with it additional demands on one's time. However, advising a student organization brings justifying returns, since the faculty member has the opportunity to work with students outside the formal classroom situation as she/he assists them in the planning and development of their organization's programs.

How to Become a Faculty Advisor

1. Be recommended by a member of the club organization.
2. Elected by the student group (although in certain cases, the position is automatic).

The prospective advisor should have some basic knowledge as to the structure and purpose of the group being advised. This can be gained through a review of the group's constitution, attendance at a regular organizational meeting, and some discussion with the group's officers prior to accepting the advisor's position.

Role of the Advisor

The relationship of the advisor to the group will vary, not only with each organization, but also from time to time within the group. Areas with which the advisor will be concerned are: (1) responsibility to the group; (2) responsibility to the individual members of the group; and (3) responsibility to Eastern Connecticut State University.

Attendance Policy and Course Syllabus

Students are required to observe attendance policies for their classes as announced by instructors at the first meeting. In addition, all faculty are required to inform students *in writing* via a syllabus the following information at the first class session: course outline and objectives, number of examinations, grading practices (method of evaluation), attendance policy, office hours, special requirements, textbooks, written assignments.

The course syllabus is an important teaching document. It details course requirements, goals, objectives and expectations. A syllabus represents a formal agreement between an instructor and the students. A good syllabus presents students with a clear delineation of course objectives and rationale. It explains grading criteria and methodology in a straightforward manner. It provides both students and instructors with a framework within which to work.

By providing a detailed syllabus at the start of the semester, the instructor ensures that each student has a written statement of policy. If questions regarding grading, course schedule, or requirements arise, the instructor can refer the student to the syllabus. From an administrative standpoint, the syllabus provides a basis upon which to resolve any student/faculty misunderstandings.

Department Chairperson Selection

"No later than 1 March, full-time faculty members of each department shall by secret ballot elect a chairperson for a one-, two-, or three-year term of office to begin the first day of the following academic year. The name of the person whom the department has elected shall be submitted to the President of the University. The President shall approve or disapprove the departmental choice and shall communicate his decision in writing within fourteen (14) days after being informed. In the event of disapproval, the President of the University and the President of the Senate shall within an additional ten (10) days meet with the department to reconcile the difference.

In the event of impasse, death, illness, incapacitation, resignation, or removal of the incumbent either by a two-thirds majority vote of the department or by the President, such emergency shall be resolved on an interim basis until the procedures outlined in paragraph 1 above can be reactivated. In either case of removal, the reason shall be provided in writing to the parties concerned." (*SB 23 May, 1978*)

Class Rosters

Class rosters are distributed through campus mail. If you are teaching off-campus, your roster should be mailed to your home. If you do not receive your roster in a timely fashion, contact the Registrar's Office at ext. 55386, ext. 55223, or ext. 55224.

If a student appears in your class who is not on your class list or does not have an add slip, have the student contact the Registrar's Office in the Support Services Center. If your name is incorrect on the roster, contact the Department Chair and Registrar's Office.

Class Schedules

Class schedules are recommended by Department Chairpersons to the Dean, who works out the final overall schedule. Faculty having special requests should so inform their Department Chairpersons one year in advance of the semester involved because class schedules are then in the final stages of preparation. Adjustments are made when possible and when they do not adversely affect the overall schedule or other faculty schedules.

Classroom Assignments

The Associate Registrar is responsible for scheduling classrooms. A change from an initial assignment must be approved by the Associate Registrar.

Requests for classroom space for all additional activities and meetings must be submitted on a Facility Request Form obtainable from the department secretary. The availability of classroom space is determined by the Associate Registrar.

Commencement

The academic year concludes with its most important event, Commencement, which includes the “Make A Wish” exiting tradition by graduating students. Prior to Commencement exercises, ECSU graduates formally exit the University in procession, through the clock tower, and toss a coin into the fountain to make a wish for post graduation success. Eastern’s faculty and staff participate in the “Make A Wish” tradition by lining up along the procession route to welcome and greet the students. Faculty members are encouraged to participate in this tradition.

Faculty members are expected to take part in Commencement exercises. Requests to be excused from the exercises should be submitted to the Vice President for Academic Affairs no later than two weeks before the event. Arrangements for ordering academic regalia for rental or purchase are handled by the Bookstore. Orders for rental or purchase of academic regalia are generally due April 1, and costs are borne by the individual.

Convocation

The fall semester begins with the University Convocation exercises. The brief program formally celebrates the beginning of the new academic year and welcomes the incoming student body. Faculty and staff are acknowledged during the program, and are requested to attend.

Immediately following Convocation, incoming students participate in the “Make A Wish” entering tradition. Students will enter the University through the clock tower in procession, toss a coin into the fountain, and make a wish for college success. The coins used in this ceremony are the same 1999-minted pennies used by students since the beginning of Eastern’s coin toss tradition. Eastern’s faculty and staff participate in the “Make A Wish” tradition by lining up along the procession route to welcome and greet the students. Faculty members are encouraged to participate in this tradition.

Copyright Guidelines

1. **Single Copying for Instructors.** A single copy may be made of any of the following by - or for an instructor, at his or her individual request, for scholarly research or use in teaching or preparation to teach a class:
 - A chapter from a book
 - An article from a periodical or newspaper
 - A short story, short essay, or several pages, whether or not from a collective work
 - A chart, graph, diagram, drawing, cartoon, or picture from a book, periodical, or newspaper
2. **Multiple Copies for Classroom Use.** Multiple copies (not to exceed in any event more than one copy per student in a course) may be made by or for the instructor giving the course, for classroom or discussion use, *provided that*
 - a. the copying meets the tests of brevity and spontaneity as defined below;
 - b. it meets the cumulative effect test, as defined below; *and*
 - c. each copy includes a notice of copyright.

Definitions

1. Brevity
 - Poetry - (1) A complete poem, if less than 250 words and if printed on no more than two pages; or (2) from a longer poem, an excerpt of no more than 250 words.
 - Prose - (1) Either a complete article, story, or essay of fewer than 2,500 words; or (2) an excerpt from any prose work of not more than 1,000 words or 10 percent of the work, whichever is less, but in any event a minimum of 500 words.

(Note: The numerical limitations may be exceeded to permit the copying of a full prose paragraph.)

- Illustration - One chart, graph, diagram, drawing cartoon, or picture per book or periodical issue.
- "Special" works - Certain works in poetry, prose, or "poetic prose" that often combine language with illustrations and which are intended in some instances for children and at other times for a more general audience, and that fall short of 2,500 words in their entirety. Notwithstanding paragraph 2b, such special works may not be reproduced in their entirety; however, an excerpt, comprising no more than two published pages of such special work and containing no more than 10 percent of the words found in the text thereof, may be reproduced.

2. Spontaneity

- Copying is at the instance and inspiration of the individual instructor; and
- The inspiration and decision to use the work and the moment of its use or maximum teaching effectiveness are so close in time that it would be unreasonable to expect an opportune reply to a request for permission.

3. Cumulative Effect

- a. The copying of material is for only one course in the school in which the copies are made.
- b. Not more than one short poem, article, story, essay, or two excerpts may be copied from one author, no more than three from the same collective work or periodical volume during one class term.
- c. There shall be no more than nine instances of such multiple copying for one course during one class term.

(Note: Limitations stated in 3a. and 3b., above, shall not apply to current periodicals and newspapers and current news sections of other periodicals.)

Prohibitions

Notwithstanding any of the above, the following are prohibited:

1. Copying shall not be used to create or to replace or substitute for anthologies, compilations, or collective works. Such replacement or substitution may occur whether copies of various works or excerpts therefrom are accumulated or are reproduced separately.
2. There shall be no copying of or from works intended to be "consumable" in the course of study or of teaching. These include workbooks, exercises, standardized tests and test booklets, answer sheets, and similar consumable material.
3. Copying shall not
 - a. substitute for the purchase of books, publisher's reprints, or periodicals;
 - b. be directed by higher authority; or
 - c. be repeated with respect to the same item by the same instructor from term to term.
4. No charge shall be made to the student beyond the actual cost of photocopying.

Guidelines for Semester Course File Development

In order to maximize our resources most effectively and serve our students – day, evening, and off campus – we must approach the development of a semester course file with the following understandings in mind:

Responsibilities of the Vice President for Academic Affairs:

1. Determine the allocation of full-time and part-time FLCs to the schools;
2. Ensure that all University offerings meet the GER, programmatic and student needs;
3. Develop and enforce academic policies necessary to provide adequate course offerings each semester;
4. Develop support information systems to implement the above.

Responsibilities of the Deans:

1. Working with department chairs, examine GER offerings across schools and recommend shifts in offerings to meet students' needs;
2. Ensure that course offerings meet the needs of all students enrolled in day, evening, and off-campus courses;
3. Examine offerings within schools and across schools to insure that companion programs are not in conflict with one another;
4. Examine offerings within schools and across schools to insure that university offerings are spread across the scheduling day and week;
5. Adjust allocation of FLC's in accordance with student and program needs using information from departments, preregistration, and from Institutional Research;
6. Ensure that procedures are in place to allow students to demonstrate competence (and thereby waive out of requirements) in appropriate GER areas such as computer science and in the Writing Across the Curriculum program; and
7. Ensure maximum utilization of campus facilities (large classrooms, computer labs, etc.) with assistance of Registrar and academic departments.

Guidelines for Semester Course File Development by Academic Departments:

1. *Provide balance in the following areas:*
 - Between lower- and upper- division courses for each faculty member;
 - Between part-time and full-time faculty in lower- and upper- division courses;
 - Among day, evening, and off-campus courses;
2. Indicate teaching and other non-teaching responsibilities of full-time faculty;
3. Where possible, list all available names of adjuncts being used to teach courses for the semester;
4. Calculate total full-time and part-time FLCs for the department (based on allocation from the dean);
5. Spread course offerings across the week and across the teaching day from 8:00 a.m. to 10:00 p.m.;

6. Strongly recommend that departments use the following regular scheduling blocks;
 - Classes offered between 8:00 a.m. and 4:00 p.m. must conform to M/W/F fifty-minute blocks starting at 8:00 a.m.;
 - T/R classes must conform to 75-minute blocs starting at 9:30 a.m.;
 - Classes offered at 4 p.m. or later must run once per week for 2 hours and 45 minutes or twice per week for 75 minutes;
 - Classes which meet only once a week should begin at 4:00 p.m. or at 7:00 p.m.;
7. Strongly recommend that departments coordinate scheduling of companion programs such as teacher education and majors taken by teacher education students;
8. Minimize course cancellations by avoiding over-scheduling and by following course rotations. Classes with fewer than twelve students are subject to cancellation unless the Dean determines that a lower enrollment is acceptable to maintain programmatic integrity.

Course Outlines

In preparing a course outline, you will want to refer to the Academic Calendar and to the final exam schedule, which should be mailed to you with your contract. Course outlines developed by ECSU faculty are available at Circulation Desk of the Library in a course syllabus file kept on Reserve. In the first week of classes, each faculty member is required to send to the Dean a copy of his/her "first day" materials and updated course outlines or course objectives.

Reporting Faculty Absences

A faculty member, except in unusual or extenuating circumstances, shall give prior notice to his/her Department Chairperson of an impending absence. The faculty member is to notify the department secretary of the day(s) to be taken and the category of absence.

If the faculty member is to be absent for a week or more, he/she is to confer with the Department Chairperson, who, with the Dean of the appropriate School, will arrange for a substitute until the faculty member returns. The faculty member is to notify the department secretary of the days to be taken and the category of absence, i.e., illness, personal, religious holiday, etc.

In a case of unexpected absence, the faculty member is to contact the department secretary, who will notify the Department Chairperson and arrange for the posting of a notice to students. Evening faculty must notify the School of Continuing Education.

The Academic Advisement Center will provide supplemental advisement services for students when a faculty member is to be absent from the campus less than thirty days. However, the faculty member must notify the Academic Advisement Center prior to his or her departure.

Field Trips and Off-Campus University Events

The following procedures are to be followed for a field trip related to a course:

1. Secure an application form for the field trip from the Office of the Dean or department secretary. Two copies of the application should be made: one copy for subsequent return to the faculty applicant and one to be on file in the Office of the Dean. If student drivers and/or personal cars (any vehicle other than a state car) are going to be used, a third copy must be submitted to the Office of Fiscal Affairs, together with a copy of the insurance coverage of the driver.

The faculty member who complies with the above procedures is covered by the state's liability policy, except in cases of personal negligence.

2. File the application with the Dean of the School at least four weeks prior to the trip if buses are required; one week prior to the trip if it is in state and by automobile.
3. When filling out items 5 and 6 on the application form, include planned times of departure and return, so that lists of classes missed may be verified. Send a copy of the itinerary to the Department Chairperson and appropriate Dean.
4. When approval for the field trip is granted, contact the Office of Fiscal Affairs and provide all information needed regarding drivers, buses, and so on. Note the footnotes for items 7 and 9 on the form. Approval of the insurance coverage before leaving on the trip is of critical importance. The Office of Fiscal Affairs is to be contacted three weeks in advance of the departure date for help in chartering buses.
5. Provide the Dean of the School with a list of students participating in the trip, as well as faculty whose classes will be missed by the students. Notification of a given trip is published in *Eastern Envoy*.

Where appropriate, note these items:

1. Reserve/secure a state vehicle, if needed, from Scott Smith, Equipment Manager. State vehicles are located at the Heating Plant, North Campus.
2. If traveling beyond Connecticut, an out-of-state Travel Authorization request form must be filed in the Office of the Vice President for Academic Affairs (instructional faculty) or the Office of the Vice President for Finance and Administration (administrative faculty) two weeks before departure. This is essential to ensure adequate liability coverage out of state. Forms are available from department secretaries and from the Travel Desk, Room 100, Shafer Hall.
3. Make certain that all students sign out at their residence halls, when necessary, and give some general indication of the time of return.

4. Remind students to check with their other instructors about making up academic work missed. This is a student responsibility, and cooperation from faculty will be forthcoming if they have received notice of the trip; hence, the importance of submitting the list discussed in 5, above.

Guest Speakers

Limited funds are available to support the contributions of guest speakers appropriate to University courses. Department Chairpersons should include a line item in their budgets for this purpose. Faculty must arrange for speakers in accordance with department bylaws and secure budget approval from the Department Chairperson and Dean. Because the forms for a speaker must be submitted to the Business Office at least three weeks before the scheduled visit, departmental arrangements should be completed four weeks in advance. It is important that the forms contain all the necessary information, particularly regarding relevant background and employment data about the speaker. For further guidance in connection with guest-speaker arrangements, refer to "Instructions for Completing Personal Service Agreements," on file with the department secretary.

Instructional Load Credit

Department chairpersons will assign faculty members the correct load credit for each course as well as other instructional and non-instructional responsibilities. For each course, there is only one APPROVED load credit that is based on union contract formulas. When a course (new or modified) is approved by the Curriculum Committee and the Dean, the Dean has the responsibility of assigning the faculty load credit(s) for the course pursuant to Article 10.2 of the CSU/BOT/AAUP Collective Bargaining Agreement.

Article 10.2 is quite explicit with respect to the formulas that must be used to assign faculty load credit to courses. It states: ***"Except where otherwise provided in this agreement, one (1) class hour of lecture equals one (1) load credit and one (1) class hour of science laboratory, industrial technical laboratory, physical education laboratory, psychology laboratory or fine arts laboratory equals three-quarters (3/4) load credit."***

Thus Eastern has two basic formulas for full-semester courses:

Formula A: One (1) class hour of lecture equals one (1) faculty load credit

Formula B: One (1) class hour of laboratory equals three quarters (3/4) faculty load credit

Load credit is adjusted depending on the length of the course. For example, half-semester courses would be assigned half of the load credit for each class hour.

Intellectual Property

Inventions and marketable discoveries are governed by Connecticut General Statute §10a-97 through §10a-99, except as provided by BOT/CSU/AAUP Collective Bargaining Agreement, Appendix E, which concerns the intellectual property of computer software products created by a faculty member. The policy of that agreement is as follows:

All professional staff, management, unclassified confidentials, instructional faculty, administrative faculty, and all other employees are deemed to have authorization to use Connecticut State University computer equipment for private academic research and writing on their own time when such use does not interfere with the needs of the University and subject to all other conditions of access to University computer facilities as may be established from time to time, on the following basis:

1. University computers may not be used at any time for the conduct of a private business enterprise.
2. The University shall make no claim for recompense for use of University computer equipment for word processing and preparation of manuscripts.
3. Computer software products created by an employee specifically assigned to that task shall be the property of the University and the State of Connecticut. Said assignments may be the regular duty of the employee, or in lieu of such regularly assigned duties, or by special compensation under applicable collective bargaining agreement. The employee who created the computer software product shall assign all copyright and/or patent rights to the University.
4. Computer software products created for research in a discipline and/or instructional use, not covered by 3 above, shall belong to the creator subject to the following restrictions:
 - a. Such software products and all documentation shall be available at no cost to the University for instructional and administrative use.
 - b. Sale of computer software products to the author's students shall not result in profit, royalty or like payment to the author.
5. Other computer software products created using University computer equipment, not covered by 3 and 4 above, shall be provided to the University for its perpetual use at no cost. The creator of such computer software products shall provide the University one copy, complete with documentation, of the creation.
6. Disputes concerning the meaning or application of this agreement shall be referred to Step 3 of the applicable collective bargaining grievance procedure. Step 4 shall be the final step in resolving said disputes.

The parties to this agreement encourage all employees to aid and participate in the development and effective use of the University's computer system.

Office Hours

Full-time instructional faculty are required to schedule and conduct at least five office hours per week, on at least three teaching days per week. The hours are scheduled in agreement with the Department Chairperson at times reasonably convenient for students. A list of all department members, their office locations, and office hours, is posted on the department bulletin board or other central location accessible to students and the department secretary. No later than the end of the second week of classes, instructional faculty office hours are reported by the Department Chairperson to the Dean of the School. During registration and advisement periods, the Academic Deans may temporarily increase the number of office hours required, if not done voluntarily by individual instructors or departments.

Outside Teaching and Professional Activities

Faculty professional activity outside the University often is useful in maintaining and enhancing competence. However, the major responsibility for full-time faculty during the academic year is to the University. During the time available beyond their specific assigned responsibilities, members may engage in other activities provided such activities do not constitute a conflict of interest as defined by CGS §§ 1-84 through 1-85 and are not so excessive as to detract from University duties. The parties agree that such conflicts of interest and such excessive amounts of outside activity are unacceptable. The CSU/BOT/AAUP Collective Bargaining Agreement addresses outside teaching, and any member seeking permission to teach at another institution of higher education must request permission by submitting for presidential approval the "Request for Permission for Outside Teaching" form. To address effectively other concerns about excessive activity and potential conflicts of interest, and to assure as well that faculty receive recognition for professional activities which extend their competence and apply their expertise in the public and private sector, Connecticut State University system policy requires the submission of a "Report of Outside Professional Activity" (available from the Academic Affairs Office or Human Resources) for all other outside professional activities carried out during the academic year.

At least fifteen working days prior to entering into a contract or commitment for engaging in outside professional activities during the academic year, the faculty member will complete the "Report of Outside Professional Activity", obtain the department chair's signature, and deliver the form to the academic dean. If the department chair is not available for signature, then the member should submit the form directly to the dean. In the case of librarians, coaches, and counselors, the Professional Activity Form will be submitted by the member to the appropriate dean or director. Faculty members on unpaid personal leave are exempted from the requirement to submit the Professional Activity Report.

The Academic Dean (or designee) will review the Report within ten working days of receiving it. If, in the professional judgment of the dean, the reported professional activities constitute a conflict of interest or are so excessive as to detract from University duties, then the dean will so inform the Academic Vice President and the member. If no notice of potential conflict or excessive activity is received by the member within twelve working days after the Dean receives the Professional Activity Report, the faculty member should contact the Dean's Office to learn the outcome of consideration of the request.

If the decision permits the work or if no decision has been made, then the faculty member may proceed with entering into a contract or commitment for outside professional activity so long as the activity does not constitute a conflict of interest as defined under the statutes. If the faculty member does not report outside professional activity during the academic year, or, proceeds with outside professional activity after receiving notice of potential conflict or excessive activity, the faculty member may be in violation of terms of the Collective Bargaining Agreement.

In judging whether the amount of time to be devoted to an activity is so excessive as to detract from University duties, the Dean will consider such factors as the potential benefit of the outside activity to the individual's professional development and the University; the potential for contributing to or detracting from professional responsibilities including advising, teaching and other load credit activities, creative activity, and departmental, university, and professional participation (per the CSU/BOT/AAUP Collective Bargaining Agreement); the amount of time involved and the potential for specific conflict with assigned activities; and the special conditions in the letter of appointment.

Overseas Internships and Independent Study

Faculty members supervising overseas internships and independent study projects are covered for liability claims resulting from such activities as long as the faculty member is acting within the job requirements of his/her position. However, the State Attorney General strongly recommends that, regardless of whether the faculty member accompanies the student on the overseas program, the student should sign a release holding Eastern and the faculty member harmless for any liability issues. All overseas internships and study programs should be coordinated through the Coordinator of International Studies Programs, Dr. Robert Horrocks.

Part-Time Faculty

The School of Continuing Education prepares and distributes the Adjunct Faculty Handbook, which contains pertinent information for part-time faculty. A copy can be obtained by calling ext. 55125.

Proposing New Programs and Courses

Curricular changes to be included in the University Catalog of the following academic year must be submitted in accordance with general deadlines established by the Curriculum Committee. However, material will *not* be included in the catalog unless the approval process is complete.

September 20: New programs or changes to existing programs involving major revision

October 15: Program aspects involving minor revisions, e.g., re-organization of concentrations within an existing program

November 1: Addition or deletion of a course

RETENTION, TENURE AND PROMOTION

(Note: The information in this section reflects changes made per SB 1999/00-4 and SB 1999/00-5 – Bill(s) amending SB 91/92-7 Procedures for Retention, Tenure, and Promotion of Faculty.)

Preamble

It is essential to a university that clear standards for assessment are consistently applied to all, and that candidates for retention, tenure, and promotion know the outcome at each stage of the assessment process directly, clearly, and quickly. The criterion and procedures for that process are contained in this bill, which will operate in tandem with the AAUP/BOT/CSU Collective Bargaining Agreement provisions (especially Article 4.11), and took effect only after they have been adopted by the University Senate and signed by the University President. They are now a part of the Faculty Handbook, with copies given to all departments, the University Promotion and Tenure Committee, and those University officials involved in the retention/tenure/promotion process.

The policies and procedures contained in this document are based on and consistent with the AAUP/BOT/CSU Collective Bargaining Agreement, and pertain to all members of the CSU/AAUP bargaining unit except part-time members. The specific variations applying to counselors and librarians are covered in Articles 6.4.2-4 and 7.2.1, respectively. The AAUP/BOT/CSU Collective Bargaining Agreement provisions referred to in this document may be found in Table I at the end of this section. Citations and some provisions may have to be adjusted in light of subsequent AAUP/BOT/CSU Collective Bargaining Agreements, and a review of these policies and procedures to ensure ongoing consistency with the collective bargaining agreement currently in force is herewith mandated. Individuals and committees at every stage of the promotion/tenure process are urged to keep in mind the fact that current expectations undergo changes over time, and are urged to take into account the standards in effect in earlier periods.

Policies and Procedures

I. The Criterion for Retention, Tenure, and Promotion of Faculty: Quality

Positive actions on retention, tenure, and promotion are based upon the candidate's professional contributions to the university, the profession, and the community.

Quality, not quantity, is what matters. A positive retention, tenure, or promotion decision asserts the University's judgment that the candidate has met the standards of excellence of the University as well as her or his discipline and department. A successful candidate has demonstrated both professional growth and the capacity to adapt to changes in the profession and our institution. Categories in which contributions are made are in the weighted order as they appear in the AAUP/BOT/CSU Collective Bargaining Agreement. Excellence in a single area cannot, by itself, carry a career at Eastern Connecticut State University.

A. Teaching and Other Load Credit Activity

Teaching is our highest priority. The key question is how well the candidate integrates her or his professional preparation with classroom, laboratory, and field work, the objectives of assigned courses, and the nature, needs, and interests of students. Among other things, quality teaching includes activities and accomplishments which develop student capacities, such as laboratory and field investigations pursued with student help, performances and exhibitions which draw on student skills, document searches and interviews carried out with student assistance, and student-assisted projects which contribute to the cultural and intellectual life of the Eastern Connecticut State University community.

Teaching includes, but is not limited to:

- Classroom effectiveness in one's discipline
- Classroom effectiveness in general education offerings
- Developing effective assignments and responding promptly and effectively to assignments
- Student advising
- Planning, developing, and reviewing instructional proposals, programs, new courses, course materials, and so on
- Developing teaching methods and strategies
- Participating in developmental and/or honors teaching
- Sponsorship of independent study, internships, and theses
- Adding to one's skills by faculty retraining or development activities in pedagogy
- Training students in research skills
- Preparing students to accept and use information sources and systems
- Teaching personal and academic coping skills to individuals

Activities performed under reassigned time granted to teaching faculty shall be described and evaluated under this category.

B. Creative Activity

Second only to teaching in importance is creative activity, the exercise of one's professional skills and knowledge to enrich one's capacity to teach, one's field, and the culture at large.

The following is a partial list of the activities that belong in this category:

- Scholarship
- Growing artistically, creatively, or intellectually
- Research and/or continuous study
- Presenting papers and organizing symposia at professional meetings
- Publishing completed works
- Progressing in skills related to one's discipline
- Giving lectures, professional workshops, and the like
- Presenting exhibitions, performances, and demonstrations

- Submitting grant proposals and receiving independent support
- Receiving professional honors and awards
- Disseminating ideas toward professional development in pedagogy
- Publishing reviews of published material
- Preparation of bibliographies
- Reviewing grant proposals at the request of granting agencies
- Editing and referring manuscripts submitted for publication

C. Service

Service to the department and the university, and professional service to the world beyond the campus is the third element in a record of professional growth.

Service to the department and university includes such activities as:

- Serving on department committees
- Serving on the University Senate and its committees
- Contributing to University governance, planning, and/or evaluation
- Enrollment in advanced development or retraining programs designed to respond to developing University need
- Assisting in faculty recruitment and mentoring
- Assisting in student recruitment and mentoring for academic success
- Contributing to student organizations and activities
- Presenting demonstrations, workshops, and panel discussions or providing consultations for the University community
- Professional service to the world beyond the campus includes such activities as:
 - Working professionally with non-University public service appointments related to one's field or predicated upon membership in the University faculty
 - Assisting in student recruitment and mentoring in one's discipline
 - Presenting demonstrations, workshops, and panel discussions or providing consultations for the general public

D. Other Professional Activity

- Attending and participating in conferences and workshops
- Membership and service in appropriate professional organizations

II. Procedures for Promotion, Tenure, and Retention

Participants in the process for promotion, tenure, and retention are the candidate, the department evaluation committee (DEC), the promotion and tenure committee (PTC), appropriate Deans and other appropriate administrative personnel (when contractually required), the President, and the CSU Board of Trustees.

A. Candidate's Roles and Responsibilities

1. The eligibility of a candidate to be considered for renewal, promotion, or tenure shall be determined by the candidate's experience and years in rank as indicated in the AAUP/BOT/CSU Collective Bargaining Agreement. By the appropriate date (see AAUP/BOT/CSU Collective Bargaining Agreement Table 1 at the end of this section), the DEC shall notify the candidate of her/his eligibility. The candidate must reply by the appropriate date (see AAUP/BOT/CSU Collective Bargaining Agreement Table 1) that she/he wishes to apply for renewal, promotion, or tenure as an eligible candidate.
2. By the appropriate date (see AAUP/BOT/CSU Collective Bargaining Agreement Table 1), each candidate shall provide her/his DEC with appropriate documentation of the quality of her/his performance in the categories specified in the AAUP/BOT/CSU Collective Bargaining Agreement. Although the candidate may choose the manner she/he regards as best in presenting materials for evaluation, a clearly divided and labeled application should be prepared.

This might include, but is not limited to:

- A letter from the candidate that can serve as a guide through the case she/he is presenting
 - The candidate's curriculum vitae
 - Letters of support from colleagues in and out of the institution
 - Student and peer evaluations
 - Classroom materials that give evidence of pedagogical skills and interest
 - Materials reflecting other creative work: publications, photographs, audiotapes, and so on
 - Letters, programs, or other documents demonstrating service to the University and professional service to the world outside the University
 - Evidence of professional activity
3. All files used in the evaluation of a faculty member for any purpose shall be available to the candidate for review or copying. Any information used in the evaluative process must be in written form; committee evaluations shall be based thereon, and the candidate shall have the opportunity to reply or rebut.
 4. At each level of evaluation (DEC, Dean, PTC), a written recommendation is prepared and is sent to the candidate as it is being sent to the next level of evaluation. The candidate may rebut the recommendation at each level, and may submit appropriate clarifying materials, so designated, for consideration.

B. Departmental and DEC Roles and Responsibilities

1. Departments must elect DEC members by September 10 each year. Attendance at DEC meetings shall take precedence over all other meetings at their respective levels. All deliberations on personnel matters shall be confidential.

Departments that find themselves in the position of having fewer than three tenured DEC members may adopt one of the following alternatives:

- A. DEC members may be constituted with at least two tenured members of the department, or
 - B. DEC members may be constituted with eligible (remaining) DEC members and at least one tenured faculty member from another department selected by the department concerned, or
 - C. DEC members may be constituted with eligible (remaining) DEC members and at least one tenured member from the instructional faculty of the Senate personnel policies committee selected by the department concerned.
2. By the date specified in AAUP/BOT/CSU Collective Bargaining Agreement Table I at the end of this section, each DEC shall notify in writing any full-time member who is eligible for consideration for promotion and/or tenure. Members who wish to be considered must notify the department chair and the DEC in writing by September 25. In addition, a promotion recommendation for an eligible member may be initiated by the DEC.
 3. Each department shall devise its procedures and criteria for peer and student evaluations, consistent with the AAUP/BOT/CSU Collective Bargaining Agreement and senate/university bylaws, and shall stipulate them in the department bylaws. In particular, departmental criteria and procedures shall be compatible with and not exceed those outlined in the AAUP/BOT/CSU Collective Bargaining Agreement and this document, but may be more detailed in pertinence to the individual department. Criteria for promotion, tenure, and renewal shall be based on evaluation of activity for which the member receives load credit or the equivalent (4.11.9.1), creative activity appropriate to one's field (4.11.9.2), productive service to the department and university (4.11.9.3), professional activity (4.11.9.4), and, for promotion, years in rank (4.11.9.5), such categories to be weighted in the order given (4.11.9). For promotion, see also 5.3.5 and 5.4 for members not meeting the standards of 5.3 for any specific rank. The DEC shall adhere to the AAUP/BOT/CSU Collective Bargaining Agreement timetables.
 4. After deliberation on the candidate's dossier, the DEC shall prepare a written recommendation with supporting reasons based on the stated criterion (4.11.9) and categories (4.11.9.1-5), which shall be signed by each member present and voting. The most helpful DEC recommendation letter includes reasons for its evaluation in each of the AAUP/BOT/CSU Collective Bargaining Agreement categories (4.11.9.1-4). In preparing the recommendation, the DEC is advised to make clear the reasons for its recommendations and judge the quality of the evidence the candidate has submitted. When necessary, the DEC's letter could address issues concerning the candidate's performance by commenting upon items such as, but not limited to:

- What is the status of the journal(s) in which the candidate has published?
 - What is the importance of the meeting(s) at which she/he has made a presentation?
 - How significant to the field or its pedagogy is the innovation to which the candidate has drawn attention?
 - How important are the contributions of the candidate to the department's program, its operation, its mission, and esprit de corps?
5. The DEC shall make sure that the candidate's evaluation file contains evidence of peer and student evaluation (4.11.7). All evidence of student evaluation used in the evaluation will be available to the DEC (and provided to the candidate) for use in developing supporting reasons for their recommendation.
 6. If the DEC judges the file to be incomplete, it may, after informing the candidate, seek additional written documentation from any source pertinent to the evaluation process. A copy of any and all such additional documentation shall be provided to the candidate, who may comment on it in writing.
 7. By the appropriate date specified in AAUP/BOT/CSU Collective Bargaining Agreement Table I at the end of this section (currently November 15), the DEC shall transmit its written recommendations with supporting reasons to the Dean or other appropriate administrator, together with all materials submitted to and considered by the DEC (4.14.1, 4.12.2.7, 4.14.2.8). At the same time, copies of the recommendation and supporting reasons shall be sent to the candidate as well as to the candidate's personnel file.
 8. Until December 1, the candidate may rebut the DEC's recommendation by submitting clarifying data pertinent to her/his application to the Dean and sending a copy of this material to the DEC. The DEC may react to such clarifying data in writing, and shall submit such reaction to the Dean within one week.

C. Dean's (or Appropriate Administrator's) Roles and Responsibilities

1. By the appropriate date specified in AAUP/BOT/CSU Collective Bargaining Agreement Table I at the end of this section, the Dean (or appropriate administrator) shall review and consider all of the material submitted and make a recommendation based primarily on that material to the PTC. The recommendation shall be accompanied by all previously submitted material, and all material used by the Dean (or appropriate administrator). A copy of any material other than that submitted by the candidate or the DEC shall be provided to the candidate and to the members of the DEC concerned. Upon issuance of the Dean's (or appropriate administrator's) recommendation, copies of the recommendation shall be sent to the candidate and to the candidate's personnel file.
2. By the end of the first week in January, candidates for promotion and/or tenure may respond to or rebut the decision of the Dean (or appropriate administrator), and submit material to the PTC reacting to or rebutting the Dean's (or appropriate administrator's) recommendation.

D. PTC Roles and Responsibilities

1. The PTC shall be elected by the full-time instructional faculty and shall consist of tenured instructional faculty, serving staggered two-year terms, as follows:
 - a. Four (4) professors, librarians, or counselors, and three (3) associate professors, associate librarians, or associate counselors serving staggered two-year terms. Upon completion of a full term, PTC members will not be eligible to stand for re-election to another term as full members or alternates for at least the duration of a full term.
 - b. Two (2) alternates, one professor, librarian, or counselor, and one (1) associate professor, associate librarian, or associate counselor will be selected from among the remaining candidates on the ballot list, beginning with the professor rank. Alternates may be elected as full members immediately following a partial or full term as an alternate. **When a regular member relinquishes a position on the P & T Committee, the appropriately ranked alternate shall assume the role and term of such member.* An alternate who succeeds a full member prior to the completion of the member's full term, and who sits for a period of more than one full academic year, shall not be eligible for immediate re-election.
 - c. Election shall be conducted by the organization committee of the university senate, or by such other committee as the senate may later designate, and shall be completed by October 31 of each year.
 - d. PTC members shall be members of a department as defined in the senate constitution.
 - e. In no case shall a department be represented by more than one (1) member on the PTC.
 - f. No PTC member shall participate in discussion or recommendation of a member of her/his own department, or a member of another department currently assigned to teach or team-teach with her/him, or a member of her/his family, as defined in AAUP/BOT/CSU Collective Bargaining Agreement.
 - g. A candidate for promotion and/or tenure is not eligible for membership on the PTC.
 - h. A PTC member shall be subject to recall upon petition of ten percent of the instructional faculty and a subsequent majority vote of the instructional faculty.
 - i. The university president or her/his designee shall convene the first meeting of the PTC each year and preside until a Chairperson is elected.

*Per SB 1999/00-4 – Bill amending SB 91/92-7 Procedures for Retention, Tenure, and Promotion of Faculty.

- j. The committee will establish procedures at its first meeting and send copies to the University President, the University Senate President, Department Chairpersons, and all candidates.
- k. Attendance at PTC meetings shall take precedence over all other meetings. All deliberations on personnel matters shall be confidential. A minimum of five members must participate in all deliberations and decisions of the PTC.
2. The PTC shall notify each candidate of the opportunity to appear before the PTC prior to making its recommendation.
 3. The PTC shall, after considering all previously submitted material and recommendations, prepare a ranked recommendation based on the stated criterion (4.11.9) and categories (4.11.9.1-5), which shall be signed by each member present and voting.
 4. By the appropriate date specified in AAUP/BOT/CSU Collective Bargaining Agreement Table 1 (Appendix), the PTC shall transmit its recommendation to the president, ranking its positive recommendations, together with supporting reports and all materials submitted to and considered by the DEC, the Dean, or other appropriate administrator, and the PTC (4.14.1, 4.14.2.7, and 4.14.2.8). Upon issuance of the recommendation, copies shall be sent to the candidate and to the candidate's personnel file. In addition to the narrative report, the PTC shall provide each *recommended* candidate with a report indicating her/his position relative to all other candidates in the same academic rank, without revealing the names of the other candidates. **In the case of candidates not recommended, the PTC shall identify the category (s) under the CBA Article 4.11.9 where the candidate did not sufficiently demonstrate quality warranting a positive recommendation.* The PTC shall adhere to AAUP/BOT/CSU Collective Bargaining Agreement timetables.
 5. For a period of fourteen (14) days from the date of the notification from the PTC, a candidate for promotion and/or tenure may respond to or rebut the recommendation of the PTC and may submit material to the president rebutting the PTC recommendation. The candidate is not permitted to contest the ranking of candidates.

F. University President's Role and Responsibilities

1. The president shall meet in executive session with the PTC to consult (1.10) prior to making her/his final recommendations to the BOT/CSU.

*Per SB 1999/00-5 – Bill amending SB 91/92-7 Procedures for Retention, Tenure, and Promotion of Faculty.

2. By the appropriate time specified in AAUP/BOT/CSU Collective Bargaining Agreement Table 1 at the end of this section, but not later than April 15, the president shall make recommendations for promotion and tenure awards to the BOT/CSU. A president who disagrees with the recommendation of the PTC and who denies tenure after the completion of a member's sixth (6th) year of service shall provide the PTC and the candidate with a written explanation. A president who disagrees with the PTC and awards tenure shall provide the PTC with an explanation. The president's explanation shall be held in confidence by the PTC subject to applicable statutes (4.11.14).
3. After the president of the university has made her/his recommendation to the CSU board of trustees, the candidate's promotion and or tenure materials (other than those which are part of the official personnel file) shall be maintained in the president's office for six (6) months, except for creative works, which shall be returned to the candidate as soon as possible. If a candidate decides to withdraw an application at any stage, the file shall be returned to the candidate immediately.
4. The BOT/CSU shall announce its actions no later than May 15, and inform candidates promptly (4.11.15).
5. Current practice is to grant promotion and tenure at the beginning of the subsequent semester following the decision.

G. Matters Concerning Renewal

1. For purposes other than promotion and tenure, and by the appropriate time (4.11, Table I at the end of this section), the DEC shall notify in writing all others whom it intends to evaluate of that fact, the purpose of the evaluation, the opportunity and deadline to submit materials to the DEC, and the opportunity to appear before the DEC prior to its recommendation (4.11.5).
2. Each department shall provide recommendations of renewal of non-tenured faculty subject to provisions of 4.9.3.
3. Recommendations of the DEC for renewal of non-tenured faculty shall be made in writing to the appropriate Dean (or appropriate administrator) by the appropriate date for each case as specified in AAUP/BOT/CSU Collective Bargaining Agreement Table I at the end of this section).
4. Recommendations of the Dean (or appropriate administrator) to the president on renewal of non-tenured faculty shall be made by the appropriate date for each case as specified in AAUP/BOT/CSU Collective Bargaining Agreement Table I at the end of this section. Copies of the recommendations shall be sent to the candidate upon issuance, and a copy shall be placed in the candidate's personnel file.

5. Non-tenured faculty may respond to or rebut the recommendation of the DEC to the Dean (or appropriate administrator), and/or of the Dean (or appropriate administrator) to the president, and submit materials rebutting the recommendation(s), subject to the time constraints of the AAUP/BOT/CSU Collective Bargaining Agreement as applicable.

H. Matters Concerning Professional Assessment (BOT/CSU/AAUP Agreement, Article 4.12)

1. Each department, in its concern for the careers of its members, ought to offer help in the development of successful work and, at appropriate times, counsel in presenting evidence of that successful work in the most persuasive way.
2. Each department shall develop a schedule to follow for the professional assessment of tenured faculty, notify faculty in a timely manner of the intent to assess, the need for the candidate to submit materials, and the opportunity for the candidate to appear before the DEC prior to its final assessment.
3. By the appropriate time, the DEC shall make a written assessment based on materials submitted, and the stated reasons for assessment. The member being assessed shall have an opportunity to review the assessment, and shall have at least two (2) days to append comment to the assessment before the assessment is sent to the appropriate Dean (or appropriate administrator). The assessment sent to the Dean shall be accompanied by all materials reviewed by the DEC, and any comments appended by the candidate.
4. Faculty receiving professional assessments which they regard as unfair or inequitable may respond to or rebut the assessment, and may append any comments they wish to the assessment, and submit additional materials in support of their rebuttal of the disputed assessment.
5. The President shall review the assessment in turn after the Dean (or appropriate administrator).

APPENDIX

AAUP-BOT/CSU Collective Bargaining Agreement Table 1

Evaluation Process Due Dates

Note: Candidates appointed on effective dates other than August or January follow the schedule for that month preceding their appointment. All candidates seeking other-than-penultimate-year tenure considerations follow the timetable for August appointments.

	A	B	C	D	E	F	G	H	I
1 st Year Appointees (Renewals) Appointed in August Appointed in January	Jan. 20 Sept 15		Feb 1 Oct 1	Feb 10 Oct. 10	Feb 20 Oct 20	Feb 25 Oct 25		Mar 1 Nov 1	
2 nd or Later Year Appointees Appointed in August Appointed in January	Mar 1 Sept. 15		Mar 15 Oct. 1	Mar 30 Oct 20	Apr 15 Nov 15	May 1 Dec 1		May 31 Dec 31	
Tenure Candidates (penultimate consideration only) Appointed in August Appointed in January	Sept 15 Sept 15		Oct 1 Sept. 20	Oct 20 Oct. 10	Nov 15 Nov 1	Dec 15 Nov 10	Mar 1 Nov 25	Apr 15 Nov 30	May 31 Dec 31
All Promotion Candidates	Sept 15	Sept 25	Oct 1	Oct 20	Nov 15	Dec 15	Mar 1	Apr 15	May 15
All Professional Assessments See §4.12			Oct 1	Nov 1	Dec 1	Jan 1		Feb 1	

- A. DEC receives and reviews records and notifies candidates who meet promotion standards or otherwise must be evaluated.
- B. Candidate informs the department Chairperson and DEC Chairperson in writing of desire to be considered for promotion.
- C. DEC Chairperson informs candidates in writing of evaluation process (§4.11.5).
- D. Candidate submits relevant materials for consideration to the DEC.
- E. DEC submits evaluations and appropriate recommendations to the Dean.
- F. Dean submits recommendations
- G. PTC submits recommendations.
- H. President informs candidate of recommendation (final notice)
- I. Board Action

This bill was passed by the University Senate as amended on April 21, 1992. Changes for 2nd year appointees are effective fall 1998.

Changes to Standards of Notice for Renewal and Denial of Tenure

A language change was made in the 1997-2001 AAUP contract concerning renewal notice for second-year appointees. During negotiations, Article 4.9.3 was modified to cover members who have completed one or more years of service. Effective fall 1998, full-time members who are in their second or later year of service shall be notified on non-renewal on or before May 31 of the year preceding the contract expiration.

Some printing errors appeared in the 1997-2001 contract related to this language change. The following corrections should be noted:

- *In Article 4.8.3 -Final Appointments (p. 18), should read “. . .in the second (2nd) through fifth (5th) year of service, or subsequent to a negative tenure decision in the sixth (6th) year of credited service.”*
- *Article 4.9.2 (p. 19) should be deleted, as it is replaced by Article 4.9.3.*
- *On Table I – Evaluation Process Due Dates (p. 22), the section dealing with 2nd year appointees should be deleted, and “3rd or Later Year Appointees” should read “2nd or Later Year Appointees”*

Return of Promotion, Tenure or Renewal Materials

Promotion and Tenure materials are available to be picked up by the faculty member from the Vice President for Academic Affairs on September 15.

Renewal and professional assessment materials are available to be picked up by the faculty member from the Vice President for Academic Affairs 30 days following the President’s action.

Process for Application of Tenure Credit

The process for application of tenure credit consists of the following steps:

1. The faculty member should apply by memorandum.
2. The Associate Vice President for Human Resources shall verify the service requirement and send the request and endorsement to the appropriate Academic Dean.
3. The Dean shall consider the request and endorsement and execute the agreement with the faculty member.
4. The Academic Dean shall distribute the endorsement/agreement form to the distribution list.

Summer and Intersession Faculty Teaching

Personal and sick leaves do not apply to summer and intersession teaching and other work responsibilities of instructional faculty. Faculty and departments are to make other arrangements for missed classes.

Team Teaching, Faculty Loan to Other Departments

Because of current funding levels at the state universities in general, team-teaching assignments must be judiciously arranged by Department Chairpersons and Academic Deans to serve student needs first and then to provide the additional benefit of faculty professional development.

Instructional faculty interested in the team-teaching approach with colleagues in related disciplines should first confer with their respective Department Chairpersons. Department Chairpersons and the Dean will work out a cooperative recommendation for sharing at least the normal faculty workload assigned to a course, having in mind both financial and replacement staff resources of departments and the University. The Academic Dean will make final recommendations to the Vice President for Academic Affairs, who must approve all such arrangements.

Faculty members who are requested by the Dean, who are recruited by other departments, or who wish voluntarily to teach a course or courses in related departments must first confer with the Department Chairpersons of the departments involved. The Chairperson of the home department must approve in writing such a request and must request of the Dean a part-time replacement, if necessary, for the instructor on loan. (See Form FW-1, "Faculty Request to Serve as Visiting Instructor/Team Teacher in Related Department," on file with department secretaries.) As a rule, no more than two courses may be taught outside the home department, but exceptions may be made for good reasons.

University Hour

The University Hour Series Program is presented every fall and spring semester. University Hour is an interdepartmental and collaborative effort sponsored by the divisions of Student Affairs and Academic Affairs in cooperation with the Office of Student Center/Activities and Academic Departments. The goal of University Hour is to present cultural and educational programs for curriculum enhancement. Programs may include, but are not limited to, dancers, storytellers, activists, artists, actors, musicians, poets, scientists, politicians, and educators.

Faculty, students, administrators, and staff are encouraged to submit proposals for University Hour presentations to the Office of Academic Affairs. Full participation and cooperation by the faculty in the planning, development, publicity, and implementation of University Hour events is strongly encouraged.

Proposals are solicited twice a year, during the semester preceding the proposed presentation. A one-page description of the presentation must be accompanied by a completed proposal form (available from the Academic Affairs Office). Proposals requesting \$1,500 or less are most likely to be funded, but larger proposals that involve collaboration among multiple departments or units are also encouraged. For more information, please contact the office of Academic Affairs at (860) 465-5245.