



Department Chair and Program Director Guide

Gustavus Adolphus College

29 October 2018

Table of Contents

I.	Section One – Introduction.....	3
	About This Handbook – 1:1	3
	Academic Department Chairs – 1:2.....	3
	The Cabinet – 1:3.....	3
	Office of the Provost – 1:4	4
	Faculty Committee Chairs – 1:5	8
	Academic Calendar – 1:6	8
II.	Section Two – The Role of the Department Chair	8
	The Role of the Department Chair – 2:1	8
	The Role of the Program Director – 2:2.....	11
	Mandatory Reporting – 2:3	12
	Development Opportunities – 2:4.....	12
III.	Section Three – Chair Approval Items and	
	Budgets.....	12
	Introduction – 3:1	12
	Course Approval – 3:2	12
	Lecture Series Funding Requests – 3:3.....	12
	Academic Assistants – 3:4	13
	Budget Information – 3:5	13
	Selling Inventory and Equipment – 3:6.....	14
	Course Scheduling and Staffing – 3:7	15
IV.	Section Four – Miscellaneous Policies.....	15
	Travel Policies – 4:1.....	15
	Faculty Replacements and Compensation – 4:2.....	17
	Sabbatical Leave Policy and Application – 4:3.....	18
	Part-time Faculty Commuting Stipend – 4:4.....	18
	Restricted Gift Acceptance and Spending – 4:5	18
	Summer Student Research Housing Policy – 4:6	19
	January Interim Experience Fee Policy – 4:7	19
	Student Application for Graduation – 4:8.....	20
	The Family Educational Rights and Privacy Act (FERPA) – 4:9	20
	Office Assignment Policy – 4:10.....	20
	Facilities Use Policy – 4:11	20
	Key Policy – 4:12	21
	Family and Medical Leaves - 4:13	21
	Guidelines for Low Enrollment Courses – 4:14.....	22
	Start-up Fund Use Policy – 4:15.....	23
	Phased Retirement Option for Tenured Faculty (PRO) – 4:16	24
	Voluntary Appointment Reduction Option for Tenured Faculty (VARO) – 4:17	25
V.	Section Five – Department Meetings and	
	Interpersonal Communication	27
	Department Meetings – 5:1.....	27
	Meeting Agendas – 5:2.....	28
	Template Documents – 5:3.....	28

VI.	Section Six – Evaluation	29
	Tenure-Track Faculty – 6:1	29
	Special Appointment and Part-Time Faculty – 6:2	29
	Continuing and Senior Continuing Faculty – 6:3	29
	Conflict of Interest Policy for Committee Membership – 6:4	30
	Guidelines for Classroom Observation – 6:5.....	30
	Faculty Evaluation Deadlines – 6:6.....	30
	Tenure and Promotion Process Guidelines – 6:7.....	31
	Student Reflection on Instruction (SRI) – 6:8	31
VII.	Section Seven – Program Assessment of Student Learning	32
	Program Assessment of Student Learning– 7:1.....	32
	Ongoing Assessment Activities – 7:2	32
VIII.	Section Eight – Review of Academic Departments and Programs	33
	Purpose of the Review – 8:1	33
	Process – 8:2.....	34
	External Evaluator Logistical Details – 8:3	39
	External Review Check List – 8:4	42
	Sample Schedule for External Evaluators – 8:5.....	43
IX.	Section Nine – Support Staff Wage and Hour Guidelines	44
	Hours of Work – 9:1	44
	Meal Breaks and Rest Periods – 9:2.....	44
	Webadvisor for Support Staff – 9:3.....	44
	Overtime for Support Staff – 9:4	45
X.	Section Ten – General Information	45
	Insurance – 10:1	45
	Parking and Traffic Information – 10:2.....	45
	Student Entry into Locked Academic Areas – 10:3.....	45
	Academic Calendar Structure – 10:4.....	45
	Reporting Grades – 10:5.....	46
	Calendar of Tasks for Department Chairs – 10:6.....	46
	Academic Seniority – 10:7	48
XI.	Section Eleven – Hiring	49
	Faculty Hiring Guidelines – 11:1.....	49

Dear Department Chairs and Program Directors,

This publication brings together specific administrative items for which academic department chairs and interdisciplinary program directors have unique responsibilities.

You are invited to call to our attention any procedures that are not clear or that should be added. In the next edition, the information can be corrected and/or updated to help each chair and director become even more effective and efficient in meeting their responsibilities.

Thank you for the leadership you provide to your department/program and the academic program.

Brenda Kelly, Provost and Dean of the College

Section One – Introduction

About This Handbook – 1:1

This Handbook is published by the Provost’s Office to provide a ready reference for department chairs and program directors. It is updated continuously, online, throughout the year. The online publication is considered to be the definitive version. Please direct comments, concerns, and questions to Shanon Nowell (snowell@gustavus.edu or x7541). Thanks!

Academic Department Chairs – 1:2

A listing of the names, telephone numbers, and email addresses of department chairs and interdisciplinary program directors is available online at: <https://gustavus.edu/provost/deptchairs/chairs.php>

The Cabinet – 1:3

Responsibility for supervising and directing the operations of the College rests with the major divisional heads listed below. These chief administrative officers, together with the President, constitute the Cabinet. The description of each person’s specific responsibilities is given in the *Academic Catalog*, under “Administrative Organization.”

Title	Name	Phone	Email
President	Rebecca Bergman	7538	president@gustavus.edu
Provost and Dean of the College	Brenda Kelly	7541	bkelly@gustavus.edu
Vice President for Student Life and Dean of Students	JoNes VanHecke	7526	jvanheck@gustavus.edu
Associate Vice President and Dean of Admission	Rich Aune	7683	raune@gustavus.edu
Assistant Vice President for Enrollment	Kirk Carlson	6362	kcarlson@gustavus.edu
Vice President for Finance and Treasurer/Chief Financial Officer	Ken Westphal	7499	CFO@gustavus.edu
Vice President for Institutional Advancement	Thomas Young	7551	tyoung3@gustavus.edu
Vice President for Marketing and Communication	Tim Kennedy	6395	timgasid@gustavus.edu

Office of the Provost – 1:4

The persons in the Provost’s Office to whom many questions can be addressed are given below.

Title	Name	Phone	Email
Provost and Dean of the College	Brenda Kelly	7541	bkelly@gustavus.edu
Associate Provost and Dean of Sciences and Education	Alisa Rosenthal	7541	arosenth@gustavus.edu
Associate Provost and Dean of Arts and Humanities	Micah Maatman	7541	mmaatman@gustavus.edu
Associate Provost and Dean of General Education and Assessment	Mary McHugh	7541	mmchugh@gustavus.edu
Executive Assistant to the Provost	Shanon Nowell	7541	snowell@gustavus.edu
Administrative Assistant	Kirsten Becker	6223	kirstenbecker@gustavus.edu
Administrative Assistant	TBD	7675	TBD

Departmental and Program Reports

Dean of Arts and Humanities

- **Division of Fine Arts:** Art and Art History; Music; Communication Studies; Theatre and Dance
- **Division of Humanities:** Classics, Greek, and Latin; English; History; Modern Languages, Literatures, and Cultures; Philosophy; Religion; Scandinavian Studies
- **Interdisciplinary Programs:** Arts Administration; African Studies; Comparative Literature; Film and Media Studies; Gender, Women, and Sexuality Studies; Japanese Studies; Latin American, Latina/o, and Caribbean Studies; Peace, Justice and, Conflict Studies; Russian and Eastern European Studies

Dean of Sciences and Education

- **Division of Education:**^[1] Elementary and Secondary Education; Health and Exercise Science, Nursing
- **Division of Natural Sciences and Mathematics:** Biology; Chemistry; Geology; Mathematics, Computer Science, and Statistics; Physics
- **Division of Social Sciences:** Economics and Management; Geography; Political Science; Psychological Science; Sociology and Anthropology
- **Interdisciplinary Programs:** Biochemistry and Molecular Biology; Environmental Studies; Neuroscience; Public Health

[1] Although the Library is an academic department and part of the Division of Education, it reports to the Provost rather than the Associate Provost and Dean of Sciences and Education.

Dean of General Education and Assessment

- **General Education Programs:** First Term Seminar; January IEX; Three Crowns Curriculum; Writing Across the Curriculum

Administrative Reports

Administrative Reports	Brenda	Alisa	Micah	Mary
Academic Resources and Enhancement Director	X			
Arboretum Director	X			
Assessment Director	X [2]			X
Fellowships Advisor		X		
First-Year Research Experience (FYRE) Director		X		
Hillstrom Museum Director	X			
Institutional Research Director	X			
International Education Director	X			
Johnson Center Director	X			
Kendall Center Director	X			
Library Chair	X			
Nobel Conference Director	X			
MayDay! Conference Director			X	
Registrar	X [3]			
Research and Sponsored Programs Director	X			
Rydell Chair		X		
Technology Services Director	X			
Undergraduate Research Director		X		
Writing Across the Curriculum Director				X
Writing Center Director				X

[2] Meets quarterly with the Assessment Director and Dean of General Education and Assessment.

[3] The Registrar meets regularly with the Deans, and with the Provost as-needed.

Regular Meetings and Committee Assignments

Area of Responsibility	Brenda	Alisa	Micah	Mary	Shanon
Academic Affairs Coordinating Council (AACC)	X	X ⁴	X ⁴	X ⁴	X ⁴
Academic Operations Committee (AOC)			X		
Academic Technology Committee (ATC)			X		
Administrative Technology Advisory Committee (ATAC)			X		
Admission Staff Meetings		X	X	X	
Advancement	X				
Bias Response Team		X	X ⁴		

Area of Responsibility	Brenda	Alisa	Micah	Mary	Shanon
Board of Trustees Meetings (IMG and AAC)	X ^{2,3}	X ⁴	X ⁴	X ⁴	X ⁴
Budget Committee (Internal)	X				
Cabinet	X				
College Accreditation Committee (HLC)	X ¹			X	
Commencement	X				
Community-Based Service and Learning (not a direct report)				X	
Compensation Committee (Employee) and subcommittees	X				
Compensation Committee (Faculty)	X ⁴				
Course Approval Subcommittee (CAPSUB)				X	
Curriculum Committee	X ⁷			X ⁶	
Day at the Capitol Committee		X			
Dean of Students	X	X	X	X	
Department Chairs and Program Directors Committee (DCPDC)	X	X	X	X	
Diversity, Equity, and Inclusion Committee (DEIC)		X			
Faculty Awards	X				X
Faculty Development Committee (FDC)		X			
Faculty Meetings	X ¹	X	X	X	X
Faculty Personnel Committee (PC)	X				X ⁷
Faculty Senate	X ⁶				
Finance Office	X				
Foundation and Corporate Relations	X				
General Education				X	
Global Engagement Committee (GEC)				X	
Honors Day	X				
Institutional Animal Care and Use Committee (IACUC)					X ⁶
Institutional Review Board (IRB)					X ⁶
ISLO (ISLO) Assessment Committee				X	
January IEX and January Term Advisory Committee				X	
MAYDAY! Peace Conference			X		

Area of Responsibility	Brenda	Alisa	Micah	Mary	Shanon
President's Council for Diversity, Equity, and Inclusion		X			
Provost's Council	X ¹	X	X	X	X
Registrar (reports to the Provost)		X	X	X	
Reserve Officers' Training Corps (ROTC)	X				
Retention Committee		X			
Shared Governance Committee	X				
Special Assistant to the President for Strategy	X ⁸				
Student Academic Honesty (aka Honor Board)			X		
Student Academic Petitions Board			X ⁶		
Student Academic Probations Board				X ⁶	
Student Assistance Team (SAT)		X	X ⁴		
Student Behavioral Assessment Team (BAT)		X	X ⁴		
Student Conduct Appeals		X ⁴	X	X ⁴	
Student Grade Appeals		X ⁴	X	X ⁴	
Student Research Travel Fund		X			
Technology Advisory Group (TAG)			X		
Third-Year Review Subcommittee (TYR)		X	X		X ⁷

1 Presider, 2 Member of Board of Trustees Academic Affairs Committee, 3 Member of Board of Trustees Institutional Mission Group, 4 Attends by Invitation, 5 Votes as necessary, 6 Voting member, 7 Attends as needed, 8 Reports to the President

Provost's Office Representation on Advisory Boards

Provost's Office staff attend by invitation

- Arboretum National Advisory Board – Brenda Kelly
- Economics and Management Advisory Board – Alisa Rosenthal
- Friends of Music – Micah Maatman
- Hillstrom Advisory Board – Brenda Kelly
- Nursing Advisory Board – Alisa Rosenthal
- Scandinavian Studies Advisory Board – Micah Maatman

Administrative Support

The work of the Provost's Office is supported by Shanon Nowell, Executive Assistant to the Provost, and two Administrative Assistants, Kirsten Becker and TBD. The appropriate staff to whom many questions can be addressed are given below.

- Academic departmental assistants – TBD
- Budgets – Kirsten Becker
- Commencement – TBD

- Dean’s Calendar – TBD
- Dean’s List letters – TBD
- Department and program reviews – Shanon Nowell
- Faculty awards – Shanon Nowell
- Faculty letters of appointment – Kirsten Becker
- Faculty meetings – Shanon Nowell
- Faculty reviews (e.g., tenure, promotion) – Shanon Nowell
- Faculty schedules – Kirsten Becker
- Faculty searches – Shanon Nowell
- Faculty-L – Kirsten Becker
- First Term Seminar – TBD
- Honors Day – TBD
- January Term – TBD
- Moving expenses – Kirsten Becker
- Presidential grants – Shanon Nowell
- Provost’s calendar – Shanon Nowell
- Provost's Conference Room reservation – Kirsten Becker
- Reimbursement for search candidates and external evaluators – Kirsten Becker
- Retirement – Shanon Nowell
- RSC grants – Shanon Nowell
- Sabbatical leaves – Shanon Nowell
- Student concerns – TBD
- Three Crowns Curriculum – TBD
- Visiting scholar’s apartment – Shanon Nowell

Faculty Committee Chairs – 1:5

An important part of faculty governance of academic matters at Gustavus involves specific faculty committees. Each committee area of responsibility is listed in the *Faculty Handbook*, Part 1. The chairs of the specific committees to whom Department Chairs may wish to direct questions and/or concerns are found in the “Green Pages” of the *Faculty Book* online at: <https://gustavus.edu/facultybook/facultycommittees/>.

Academic Calendar – 1:6

The Gustavus Academic Calendar is available online at: https://gustavus.edu/registrar/six_year_calendar/.

Section Two – The Role of the Department Chair

The Role of the Department Chair – 2:1

Information on the role of the Department Chair, including Responsibilities of the Department Chair, Authority of the Department Chair, Appointment and Term of the Department Chair, and The Collective Role of the Department Chairs, are reproduced below from section 1.1.3.2 of the *Faculty Handbook* (online at: <https://gustavus.edu/facultybook/>).

1.1.3.2 Department Chairs

The department chair serves as the principal liaison between the department and the rest of the college. The department chair is typically a full-time faculty member who serves in this additional capacity by appointment of the Provost. This appointment carries responsibilities for departmental leadership and management and for liaison to administrative offices, faculty groups, and students. The authority of the chair derives from the mutual confidence expressed by his/her recommendation by election of the department faculty and by the appointment of the Provost. The chair's appointment is recognized by access to a department chair fund and/or released time for administrative duties.

All department chairs share a common set of responsibilities to their colleagues, administrative staff, and students. In addition, the position description for the chair of each department carries specific responsibilities and conditions that may be unique to that department and which constitute a part of the chair's and College's contractual agreement for the position. Each department is responsible for developing and following a collegial model of internal governance, consistent with the Faculty Handbook and Manual and with all applicable laws and regulations.

1.1.3.2.1 Responsibilities of the Department Chair

The department chair serves as the principal interface between his/her department and administrative offices, other departments, outside agencies and organizations, vendors of goods and services, other academic institutions and employers, and students. In his/her role in the leadership and management of the department's affairs, the chair carries principal responsibility for carrying out or delegating the following tasks:

1. Facilitating the academic and pre-professional programs of the department
2. Promoting the academic quality of the department and discipline
3. Conducting searches for faculty positions
4. Evaluating faculty
5. Mentoring junior faculty
6. Supervising and evaluating support staff
7. Developing the departmental budget request
8. Monitoring the departmental budget
9. Submitting department course schedules to Registrar
10. Managing the program for faculty leaves
11. Managing the work-study program within the department
12. Supervising departmental assistants
13. Processing paperwork for various committees and offices (January term proposals, area proposals, course proposals, etc.)
14. Following regulations and guidelines from all manner of sources
15. Managing external grants, special programs and development projects
16. Conducting periodic departmental reviews
17. Managing specialized facilities, laboratories, equipment
18. Organizing and presiding at department meetings
19. Encouraging faculty professional development
20. Providing liaison, information, and evaluations to administrative offices
21. Providing liaison and information to faculty committees, ad hoc committees, accrediting organizations, and other groups
22. Providing liaison to other departments
23. Representing the department at the meetings of the department chairs
24. Responding to student petitions, degree applications, complaints, requests, etc.

The dual role of the chair includes both administrative and departmental leadership functions. The chair functions as a member of the academic administration when acting on behalf of the College in carrying out assigned management responsibilities such as recruiting, supervising, and evaluating faculty and staff. The chair functions as a first among equals when acting on behalf of his/her department in carrying out internal management and liaison responsibilities such as allocating resources, submitting course schedules, managing facilities, and communicating department views.

In order to carry out these responsibilities on behalf of the department and college, the chair will be kept informed by all administrators, committees, and other groups and individuals who share responsibilities for the efficient management of the college's programs. Those offices, groups and individuals requesting the department chair's assistance need to be mindful of the fact that the chair is a member of the faculty with his/her own teaching, research, professional responsibilities and other commitments. Academic departments have very limited support staffs and typically operate on the academic calendar.

1.1.3.2.2 Authority of the Department Chair

The department chair has the primary responsibility for communicating the department's views to the college community and college community concerns to the department. Because the chair acts on behalf of the department, the chair must distinguish between personal views and those that reflect the consensus of the department. In consultation with departmental members, the department chair has the primary responsibility and authority for:

1. Formulating and communicating recommendations for hiring, tenure, promotion, retention, and evaluation of faculty and departmental support staff
2. Establishing departmental budget priorities and allocations
3. Recommending teaching assignments to the Provost and regulating faculty workloads
4. Recommending leaves and special assignments to the Provost
5. Developing and articulating departmental goals

1.1.3.2.3 Appointment and Term of the Department Chair

The department chair is appointed upon recommendation of the department faculty. The recommendation of the department for the appointment or reappointment of a chair is determined by a majority vote in an election conducted by the Provost or the Provost's representative. A majority vote of regular and joint appointment department faculty will constitute the recommendation of the department. In those cases in which a recommendation reflecting departmental consensus cannot be achieved, the Provost will make an offer of appointment to a member of the faculty. The term of the chair is normally three years and chairs may be reelected for successive terms. The meeting of the department to elect the chair should be held during the last year of the current appointment.

- **1.1.3.2.3.1 Special Chair Assignments**

The Director of the Library carries an appointment directly from the Provost, and also serves as chair of the professional librarians. The Chairs of the Department of Education and the Department of Nursing have specialized administrative responsibilities that extend beyond those listed above.

- **1.1.3.2.3.2 The Provost carries a special obligation to encourage effective and independent leadership of departments through the chairs, while at the same time maintaining a sensitivity to the needs of all faculty. In those unusual cases in which the department chair is clearly unwilling or unable to represent a department and manage its affairs in a professional manner, or where conflicts within a department have become irreconcilable, the Provost may appoint a new chair or make other arrangements for the temporary management of the department's affairs.**

1.1.3.2.4 The Collective Role of the Department Chairs

The department chairs acting as a committee of the whole will advise the Provost on matters affecting the academic programs of the college. The department chairs shall have the status of a standing committee of the faculty for purposes of bringing motions and reporting to the faculty at faculty meetings following consultation with other faculty committees where appropriate.

The Role of the Program Director – 2:2

Overview

The program director serves as the principal liaison between the program, departments that participate in the program, and the rest of the college. The program director is typically a full-time faculty member who serves in this capacity by appointment of the Provost. This appointment carries responsibilities for program leadership and management and for liaison to administrative offices, faculty groups, and students. The director's appointment is recognized by access to a program director fund and/or reassignment time for administrative duties.

Responsibilities of the Program Director

In his/her role in the leadership and management of the program's affairs, the director carries principal responsibility for carrying out or delegating the following tasks:

1. Maintaining and enhancing the academic quality of the program through facilitating regular review and assessment of its curriculum
2. Monitoring the program budget and/or developing a program budget request
3. Submitting program course schedules to the Registrar
4. Managing the program to ensure course coverage, and proposing changes to the program curriculum as needed
5. Processing paperwork for various committees and offices (January term proposals, area proposals, course proposals, etc.)
6. Responding to student petitions, degree applications, complaints, requests, etc.
7. Conducting periodic program reviews
8. Organizing and presiding at program meetings
9. Encouraging faculty professional development and exchange of ideas among program faculty
10. Providing liaison, information, and evaluations to administrative offices, faculty committees, ad hoc committees, and other groups
11. Representing the program at the meetings of the DCPDC
12. Representing the program at admissions events

Because the director acts on behalf of the program, the director must distinguish between personal views and those that reflect the consensus opinion.

Appointment and Term of the Program Director

The program director is appointed upon recommendation of the program faculty. The recommendation of the program for the appointment or reappointment of a director is determined by a majority vote in an election conducted by the Provost or the Provost's representative. A majority vote of regular and joint appointment program faculty will constitute the recommendation of the program. In those cases in which a recommendation reflecting consensus cannot be achieved, the Provost will make an offer of appointment to a member of the faculty. The term of the director is normally three years and directors may be reelected for successive terms. The meeting of the program to elect the director should be held during the last year of the current appointment.

Mandatory Reporting – 2:3

All college employees, with limited exceptions related to confidential relationships, are required to notify the college if they learn that a student has experienced sexual harassment or misconduct. As members of this “mandated reporter” group, department chairs and program directors are required to provide official notice to the College by making a formal report including the student's name, what occurred, when, and where to the Title IX Coordinator (Patty Dawson, pdawson@gustavus.edu or 507-933-6360) within 24 hours. For further information on your Title IX responsibilities, please see the current *Faculty/Staff Guide to Helping Students Who Have Experienced Sexual Misconduct or Harassment*.

Further information on these reporting responsibilities is provided in the Student Sexual Misconduct Policy (<https://gustavus.edu/deanofstudents/policies/gustieguide/sexualmisconduct.php>).

If an employee reports harassment, sexual harassment or sexual misconduct to you, please refer to them to the individuals who have been trained as [harassment advisors or grievance officers](#). Alternatively, you can have the employee contact the Office of the Provost or Human Resources.

Please also refer to the Policy Against Harassment and Sexual Harassment for additional information (<https://gustavus.edu/facultybook/allcollegepolicies/#Anchor-Sexua-60443>).

Development Opportunities – 2:4

The role and duties of the department chair/program director, particularly for individuals new to the position, can feel unfamiliar. To help facilitate the success of a department chair/program director, the Provost’s Office offers the following resources:

1. Support to attend the [CIC Workshop for Department and Division Chairs](#), held in Minneapolis each May.
2. Regular development opportunities for chairs with topics ranging from budget, hiring, searches, evaluations, etc.
3. Facilitation/identification of a chair mentor for those new to the position or who would benefit from support in particular areas.

Section Three – Chair Approval Items and Budgets

Introduction – 3:1

The following items need the approval/signature of the Department Chair. Please check the [Faculty Handbook](#) for information, and contact the Provost’s Office for the current forms.

Course Approval – 3:2

On-campus and study away course approval forms are available online at the Curriculum Committee’s website: <https://gustavus.edu/committees/curriculum/index.php#Forms>.

Lecture Series Funding Requests – 3:3

The Lecture Series is chaired by Darío Sánchez González (dsanchez@gustavus.edu). In order to make a request to the Series, submit proposals using the Application for Lyceum and Lefler Lecture Series form: <https://gustavus.edu/provost/concertFiles/media/chairsguide/LectureSeriesApplication.pdf>

Academic Assistants – 3:4

Each department and some interdisciplinary programs have the opportunity to appoint an academic assistant(s) for a semester or full-year appointment. Appointment of the academic assistant is done by the department and is based upon the following criteria:

1. Academic excellence in major field and in general studies.
2. Potential for excellence in academic discipline.
3. Expressed interest in the appointment by the appointee.

The specific responsibilities for academic assistants will vary somewhat among the departments/programs; however, generally the responsibilities fall into one or more of the following areas:

1. Conducts own research project.
2. Conducts or assists with a specific departmental research project.
3. Assists with teaching specific course content.
4. Serves as student resource person for departmental decisions.

Identification of academic assistants happens at the beginning of each semester, and the information shared with TBD as soon as possible. The appointment comes with a stipend, the amount of which varies depending on the length of the appointment and number of students receiving appointments.

Budget Information – 3:5

Department Budgets

In late fall/early winter, every department submits a non-personnel budget request for the upcoming fiscal year which begins June 1. This request includes student summer work, educational supplies and expenses, printing and offices supplies, and major items of equipment. The department asks for definite allocations to cover both equipment and expendable items. The Provost Office team reviews departmental requests and makes a budget recommendation for consideration by the IBC (Internal Budget Committee), Finance Office, Cabinet, and Board of Trustees. The chair/director typically receives notice about budget approval amount during the summer. It is the responsibility of the department to operate within these allocations and to monitor monthly charges on WebAdvisor.

The Finance Office processes all purchase orders for instructional materials. It also arranges for maintenance and repair of office equipment, the cost of which is charged to the department. There is no charge for business stationery/copier paper, available through Print Services in the Jackson Campus Center.

The Book Mark handles all orders for class texts, while requests for desk copies are made directly to the publisher by the instructor or department. Most clerical supplies, from folders to paper clips, are available at the Book Mark. The individual faculty member may take care of their own needs in this area, but in the interest of efficiency, departments should order and have on hand frequently-used supplies necessary for instruction.

Library Budgets

The major responsibility for ordering books to garner and maintain adequate resources for their departments, within limits of available funds, rests with the respective departments. Chairs are informed of the amount allocated for each fiscal year and are sent subsequent statements of balance unspent. April 1 is the deadline for making departmental orders for each fiscal year.

Research, Scholarship, and Creativity and Presidential Faculty/Student Collaboration Grants

Applications are typically due each February. See the Kendall Center Website for more information:

www.gustavus.edu/kendallcenter/grant-opportunities/

Department Chair Fund Policy

Each department chair/program director has access to a professional expense account, provided as a line item on the department/program budget. The availability of these funds acknowledges the administrative work and responsibility undertaken by chairs and directors on behalf of their department/program and the College. The amount present, determined by the Provost, is determined, in part, by the number of faculty, number of students, size of the departmental budget, and complexity of the academic program. Chair compensation is reviewed on a regular basis (approximately every five years).

Professional travel, purchases of books, other materials, or equipment useful to the individual or the department/program are examples of legitimate uses for these funds. Rules concerning taxation of the account are consistent with other disbursements of the College. Payments to employees will be treated as taxable compensation, unless the disbursement is for the reimbursement of a College-related expense. With respect to capital purchases (e.g., equipment, books), the property must be owned by the College in order for the transaction to be treated as non-taxable. If there is a question regarding the taxability of a transaction, contact Sandy Sukalski (ssukalsk@gustavus.edu or 507-933-7500).

Any chair choosing to use any part of the fund as supplementary income must inform Barbara Lundgren (blundgre@gustavus.edu or 507-933-7505) of this intent by May 15 so that the funds can be paid out before the end of the fiscal year.

Selling Inventory and Equipment – 3:6

If an academic department wishes to dispose of or sell items in their inventory, here is the process:

1. A department member identifies items to be sold or disposed of and notifies their chair.
 - a. Note that only departmental items (e.g., scientific equipment, specimens, maps) may be sold or disposed of. Items such as furniture are not considered departmental; their disposition will be determined by Facilities.
 - b. If an item is used by another department or program, the chair will initiate a conversation with that department.
 - c. If an item is potentially usable by another department or program, the chair should notify other chairs/program directors that this item is available for interdepartmental transfer. Transferring equipment for use by another unit should take precedence over sale or disposal.
2. If the item is capital equipment (original purchase price >\$5000):
 - a. Complete an [equipment divestment form](#), which goes to the Dean and to Kelly Waldron, so that the item may be removed from inventory.
 - b. If the intention is to dispose of the item, the item can be recycled/scrapped using the procedure developed by Facilities. Indicate “disposal” on the equipment divestment form.
 - c. If the intention is to sell the item, this should be indicated on the equipment divestment form. The department chair or designee (one individual in each department) manages the sale of the item. See details for sale protocol, below.
3. If the item is *not* capital equipment (original purchase price <\$5000):
 - a. Item may be disposed of without permission from the Dean. No need to fill out an equipment divestment form.
 - b. If the intention is to sell the item, the equipment divestment form must be completed. The department chair or designee manages the sale of the item. See details for sale protocol below.

Sale Protocol

1. Department chair or designee decides a mechanism for sale (e.g., eBay, private transaction).
 - a. The list price *includes sales tax*. If a buyer is a registered tax-exempt organization, deduct the sales tax from the price after receiving the State Sales Tax Exemption Form from the buyer.
 - b. If the chair or designee has a question about potential conflict of interest for a private transaction, contact the Provost's Office.
2. Department chair or designee informs Finance of the final sale price, using the [equipment sale form](#). Finance will assume that sales tax is deducted unless the department includes a State Sales Tax Exemption form from the buyer with the equipment sale form. Funds are deposited into an equipment sale account, managed by the Provost's Office. The account number is issued when permission is given to sell the item, and funds expire at the end of the fiscal year during which they are received. Departments will have immediate access to funds received for sales less than \$500 and may allocate the funds toward any departmental need. If a sale is for \$500 or more, a department may request allocation of funds for a specific purpose, subject to approval by the Provost's Office and/or Grants Office, as appropriate.
 - a. In the particular case of Nobel Hall equipment, as we prepare for renovation and relocation, funds from sale of equipment will be used to support expenses and logistics related to relocation. If residual funds remain, they will be used to support scientific instrumentation in the building (purchase, repair, etc.). The Provost's Office manages this fund.

Forms

- [Equipment Divestment Form](#)
- [Equipment Sale Form](#)

Course Scheduling and Staffing – 3:7

Department chairs/program directors have the responsibility of submitting department course schedules and associated staffing to the Registrar each term. In order to facilitate this process and for planning purposes, each fall the Provost's Office requests responses to course scheduling and planning documents in which each department chair articulates a plan for departmental course offerings for the following academic year. This plan is informed by course enrollment and majors information, and the associated departmental non-tenure-track staffing needs to carry out this plan. Program directors complete similar documentation relevant to interdisciplinary programs that focus upon needs for program course offerings.

The Provost's Office considers this information holistically as it plans for academic program offerings for the following academic year, and makes decisions about proposed non-tenure-track positions and associated teaching loads. Generally, non-tenure-track positions are approved in January and searches are conducted February-April, with an anticipated start date of September 1.

Section Four – Miscellaneous Policies

Travel Policies – 4:1

College Travel Policy

Travel at College expense is allowed for persons who travel on College business as approved by the Department Chair, supervisor, or budget officer. Anticipated expenses should be discussed with the chair,

supervisor, or budget officer prior to making arrangements. Expenses incurred outside the parameters of the College Travel Policy may not be reimbursed. For more information, the complete policy online is at: <https://gustavus.edu/finance/travel.php>

Faculty Travel Fund

The faculty travel fund supports faculty in their scholarly and creative work by providing funds to defray the cost of travel to professional conferences. For more information on the Gustavus Adolphus Faculty Professional Travel Fund, including policies and request forms, visit the Kendall Center website:

<https://gustavus.edu/kendallcenter/travel/guidelines.php>

Motorpool and Van Policies

Guidelines for the use of College cars and vans, including driver training, is available online at: <https://gustavus.edu/safety/policies/vehicle.php>. Motorpool reservations can be made through the Telecommunications Office (motorpool@gustavus.edu or 507-933-8000).

Off-Campus Academic Program Activities

Faculty members taking students off campus (e.g., field trip to nearby park or business, regional or national conference) must complete and submit the [Travel Planning Form](#) and compile a student roster, the reason for the trip, and the date and times of departure and return.

<https://gustavus.edu/provost/StudentConferenceTravel.php#travel>

Faculty Replacements and Compensation – 4:2

Emergency and Temporary Replacement Policy

Faculty members filling in for colleagues in emergency or family and medical leave situations may be compensated. The compensation rate is based on the current one-course stipend paid to part-time faculty on a prorated basis. Requests for such compensation must be made to the appropriate dean by the department chair on behalf of the faculty member to be compensated. Requests should be made as far ahead of time as possible and include a rationale explaining why compensation is appropriate.

Compensation will only be considered in situations where either the faculty member being replaced will be out of the classroom for an extended period of time (more than one week) or is not expected to return for the remainder of the semester. Compensation will be for in-class teaching hours only (other responsibilities such as lecture and syllabi preparation, grading, and student contact hours are built into the compensation rate).

Emergency and temporary leave compensation will be authorized on a case-by-case basis by the appropriate Dean in consultation with the Department Chair. In all cases, a written contract or memorandum of understanding will contain the specifics of the agreement.

Compensation Rates

Full Course Adjunct Compensation Rate

\$4,000 non-full-time faculty

\$4,000 full-time overload

Weekly Compensation Rate

\$285.00

Per Class Compensation Rate

\$71 per class hour

Sabbatical Leave Policy and Application – 4:3

Faculty eligible for sabbatical leaves will submit their request through the regular process which occurs approximately 18 months before their requested leave date. Each application requires endorsement by the department chair. Complete information about Sabbatical Leave Policy and Application can be found online:

- *Faculty Handbook* Policy (section 2.1.4.1.1): <https://gustavus.edu/facultybook/>
- Application: <https://gustavus.edu/kendallcenter/grant-opportunities/>

Part-time Faculty Commuting Stipend – 4:4

Mileage will not be paid as a regular part of a teaching contract. However, part-time non-tenure-track faculty who live more than 50 miles from Saint Peter, and who teach 4 or fewer courses for the year (or 3 courses at the per-course rate if teaching a single semester), may be offered a stipend to help compensate for the distance they need to travel to take a part-time position at the College.

This stipend is paid at the end of the semester and is subject to withholdings.

The travel stipend is dependent on the number of days the part-time faculty member is scheduled to teach each week of the semester or January Term.

- Four or five days per week = \$800 per semester
- Three days per week = \$600 per semester
- Two days per week = \$400 per semester
- One day per week = \$200 per semester

January IEX is pro-rated at 4/15 (\$215), because it is only four weeks long and thus involves fewer commutes.

The travel stipend must be approved in advance by the Dean.

Restricted Gift Acceptance and Spending – 4:5

Clarification of College Acceptance and Spending Policy for Restricted Gifts
(Endorsed by the Administrative Council, 09/28/1999)

Gifts directed to a specific department of the College by a donor must be received by an appropriate officer of the Institutional Advancement Office. [If a donation comes directly to the department, take it to Advancement for receipting.]

Generally, gifts of less than \$1000 directed by a donor to a specific department will be deposited into that department's general restricted fund account.

Gifts of \$1000 or larger may be directed by the donor (with the approval of the department and the College) to a specific departmental fund or towards the purchase of a specific item. A restricted account will be created by the Finance Office to ensure that the intent of the donor is preserved.

Spending from all restricted accounts will follow the appropriate procedures established by the College. [Consult with Controller, Kelly Waldron (kwaldron@gustavus.edu or 507-933-7506), for procedures related to restricted funds spending.]

All purchases of \$500 or more from restricted accounts must have the approval of the appropriate Vice President.

Summer Student Research Housing Policy – 4:6

- Whenever possible, students will live in campus housing while conducting summer research. Housing assignments are made by residential life.
- Students doing research funded by on-campus sources (e.g., RSC or Presidential grants), off-campus granting agencies, or department-funded sources may be provided housing by the Provost's Office. Students working on individual-funded research are not eligible. Housing requests must be made to, and approved by, the appropriate academic dean no later than May 1 prior to the summer research experience.
- Students living off-campus will NOT be compensated for housing.
- Students will not normally be provided board plan as part of their compensation.
- All students must sign an agreement before work begins. Summer housing forms are available in the Residential Life Office. See Dean Alisa Rosenthal (arosenth@gustavus.edu or 507-933-7541) for details.

January Interim Experience Fee Policy – 4:7

In most instances Interim Experience courses will be supported by departmental funds. However, because of the unusual content or non-repetitive nature of some courses which require out of the ordinary expenses, a limited amount of funding is available from the Interim Experience budget by application to Dean Mary McHugh (mmchugh@gustavus.edu or 507-933-7541). Classes that appear regularly in the Interim Experience offerings or use materials that may be used by departments in other classes during the year should be budgeted for during the annual departmental budget process. Appropriate expenditures from the Interim Experience budget include:

- Van rental (no more than two round-trips to the Twin Cities per class)
- Specialized equipment (that would remain useful property of the department)
- Film or video rental/purchase
- Honoraria for guest speakers

Due to the timing of the budget process and the limited funds available in the Interim Experience budget, it is sometimes necessary to charge fees to students for Interim Experience course expenses. Such fees must be included in the course proposal, be approved by the Director of Interim Experience and relate specifically to the course. It is appropriate to require fees for:

- Van rental (in addition to that mentioned above)
- Airfare
- Room and board if away from campus
- Tickets to performances, events, museums, etc.
- Specialized equipment (that would not be kept by the department)
- Expendable materials
- Specialized off-campus program costs
- Food/meals

While care should be taken by the instructor to hold costs to the student to a minimum, the costs associated with the instructor's participation should be built into the fee charged to the student.

Please Note: In order for the College to operate within IRS guidelines, materials and supplies should be ordered through the Book Mark. It is against College policy for students to purchase materials and supplies directly from the department or instructor. (Please see the manager of the Book Mark for more information.)

Students may reimburse a department for group ticket purchases, admission fees and expendable supplies that cannot be apportioned per student.

Student Application for Graduation – 4:8

This paper form is processed through the Office of the Registrar. Each prospective graduate must have approval of the Department Chair before processing is completed. The Department Chair signature on this form signals College approval that the courses listed satisfy the requirements for the particular major indicated. Any changes or exemptions must be supported by written documentation filed with the Registrar. The Registrar subsequently checks for completion of residency, general education, January IEX, and total credits requirements. These forms are due at the end of the spring semester one year prior to the expected graduation date. Students are not added to the graduation program without completing the application for graduation.

The Family Educational Rights and Privacy Act (FERPA) – 4:9

For more information on the Family Educational Rights and Privacy Act, you can view the complete policy online at: <https://gustavus.edu/facultybook/allcollegetpolicies/#Anchor-Th-32489>

Office Assignment Policy – 4:10

Regular Appointment Faculty

Faculty in tenured or tenure-track positions will, whenever possible, have single offices. Faculty offices will normally be grouped by department. Individual office assignments will be made by consensus within the department. If consensus cannot be reached, the Department Chair or a designee of the Provost will make the assignment.

Special Appointment and Part-Time Faculty

The College will provide faculty in special appointment or part-time positions with appropriate office space. Contract length, years of service to the institution, course load, and other factors related to the teaching assignment will be taken into consideration when assigning offices. When possible, faculty teaching full-time (four or more courses) will not share an office. Faculty teaching fewer than four courses may share an office with at least one other faculty member. When possible, office space will be provided in or near the appropriate departmental cluster. Departments are expected to make arrangements for visiting and adjunct faculty within their area. If space is not available within the departmental area, the Dean should be contacted regarding other possible locations on campus. Faculty members on leave are expected to vacate their offices so that the office space is available for a visiting faculty member.

It may sometimes be necessary to house faculty from one department in the office cluster of another. Unassigned or vacant faculty office space should be reported to the Dean by the Department Chair and may not be converted to other use (e.g., workroom, student office) without Provost's Office approval.

Faculty Emeriti

The Provost's Office will work to establish a group office space for faculty emeriti. Until such time as space is available, faculty emeriti who have a teaching appointment will be provided office space using the criteria for part-time faculty.

Facilities Use Policy – 4:11

The facilities and resources of Gustavus Adolphus College are dedicated to the education of students and the scholarly pursuits of faculty and, thus, these concerns have first priority (e.g., classes, rehearsals and

performances, practice, athletic contests, exams, faculty research and scholarly pursuits). Facilities, classrooms, etc., are not owned by particular departments/programs, but belong to the greater College community.

Second priority is assigned to College-sponsored events which enhance the quality of life of Gustavus as an academic community (e.g. Nobel Conference, Christmas in Christ Chapel, MAYDAY!, films, lectures, fine arts events, faculty- or staff-generated academic offerings for students or teachers).

Third in priority are those events for outside groups sponsored by the College which support the total mission of the College (e.g., Lutheran Youth Day, retreats, synodical assemblies, professional meetings sponsored by faculty, administrators or students, for-profit faculty- or staff-generated athletic camps, faculty- or staff-hosted professional or academic gatherings not originating from campus, synodical assemblies, other church-related retreats).

Fourth are events sponsored by outside groups desiring to use the College facilities for their own purposes, but which are encompassed in categories directly relating to our stated mission but not included in any higher priority group (e.g., Fellowship of Christian Athletes, yearbook camps, high school speech tournaments, other denominational church meetings, Saint Peter High School lock-ins, political party dinners, town committee meetings).

Such events may not interfere with events of higher priority, nor may they be permitted to be a hidden cost to the College or to stretch College resources. Prices charged/rental costs should reflect reasonable and adequate compensation to cover all costs for use of space, special facilities, utilities, maintenance, and staff time. The College wishes to be sensitive to the needs of the community, but will find it difficult to place on the College calendar events initiated by outside groups.

Wedding reception facilities are not included on this list, even though numerous requests are received yearly. Dining Services is equipped for such a request, and may do so at the discretion of the Director. Places such as the Dive or Alumni Hall are not available to host such events.

Key Policy – 4:12

The College's current key policy can be found on Campus Safety's website:
<https://gustavus.edu/safety/policies/keys.php>.

Family and Medical Leaves - 4:13

Faculty and staff have the responsibility of providing notice of the need for family or medical leave to the Office of Human Resources; the employee should schedule a time to meet with Human Resources to discuss the details of the anticipated leave. Following the meeting, a faculty member should complete the [leave request paperwork](#), including the signature of the department chair, and return the form to the Provost's Office.

Parental Leave

The College Parental Leave Policy is available in the *All College Policies*, online at:
<https://gustavus.edu/facultybook/allcollegepolicies/#Anchor-Parenta-52169>

Medical Leave

The College Family and Medical Leave Policy is available in the *All College Policies*, online at:
<https://gustavus.edu/facultybook/allcollegepolicies/#Anchor-Th-22054>

Leave Replacements

Part-time leave replacements and department members who cover their colleagues' classes as part of parental leave are eligible for compensation as outlined above ([Faculty Replacements and Compensation – 4:2](#)).

Guidelines for Low Enrollment Courses – 4:14

Introduction

Predictability in course offerings is important for both students and Departmental planning. Having one set of guiding principles for low enrolling courses is better for cross-campus community as well. The following principles will serve as the basis for decisions regarding low course enrollments. These principles will serve as the beginning of the conversation regarding whether or not to cancel a course with low enrollment. The Deans will act with thoughtfulness and common sense when negotiating resolutions with the members of a department.

Premises

Faculty have control over curricular choices as a whole.

The Academic Deans are charged with running an efficient and strong academic program that will allow the college to continue to pursue excellence and maintain access for students.

Department faculty members are the best decision-makers for what is required in their degree programs.

Faculty are therefore central to the conversation as to when a course must be completed for a student to get a degree in the field.

Principles

All Fall and Spring Term classes should have 5 students enrolled in them regardless of their level.

For January IEX, the minimum number of students enrolled should be 8.

The only exceptions to this would be the following:

- When the college is trying to grow a program or department.
- If the Academic Dean determines that a course is so closely tied to the college's distinctive mission that to lose the offering would have ramifications beyond the curriculum.
- If the integrity of the program or major is severely at risk should the course be cancelled and no alternative solution is possible.
- If 3 students who are enrolled in the course are graduating that year, and require the course for graduation as a major requirement and the Academic Dean is convinced there are no other options for them. If the course is only offered every other year, juniors and seniors might be counted among the three students.

Guidelines if a course does not meet the minimum enrollment:

When a course does not have 5 enrolled students by 3 weeks past the ending of the initial registration period, the Academic Dean will contact the department chair and the instructor of the course and ask them to encourage more students to enroll. If, two weeks after that date, a course does not have sufficient students, the chair will cancel the course. This may occur during the summer for Fall Semester courses that expect first-year student enrollment.

If a course must be cancelled or taught as a Course by Arrangement, the Provost's Office will ask that instructor to teach an additional course as soon as possible. This would ideally be within one calendar year of the cancelled course, preferably in the same academic year. Faculty also have the option of reducing their teaching responsibilities (and corresponding pay) by one course.

FAQs:

What if a course is required for graduation with a particular major, does not have enough enrollment to run and does not have enough students needing it for graduation that year as a major requirement?

Faculty would then need to do a Course By Arrangement with those students, find an appropriate substitute or waive that course as a requirement for those students' degrees. Remember that faculty set and control most major requirements except those mandated by external accrediting agencies.

What if a course is always poorly enrolled and/or we just never have enough majors in any given year to reach the required enrollment level?

We encourage departments to think strategically as they schedule courses. For example, you might perhaps try to teach courses on alternate year schedules or only once a year if possible. Other things to think about to enhance enrollments include adjusting the title, the time offered, etc.

What if a course normally makes the minimum but for some reason one year it does not?

In such cases, we will follow the guidelines noted above.

My department had an arrangement with the Provost in the past to protect our lower enrollments. Why can't we keep going with it?

Having a standard arrangement is fairer and fosters community. We are trying to be as transparent and consistent as possible across campus.

Start-up Fund Use Policy – 4:15

The Office of the Provost is pleased to support our newly-hired, tenure-track faculty with start-up funds. Start-up Funds are intended to provide the support needed to allow a new tenure-track faculty member to initiate a strong scholarly program at Gustavus. The expectation is that these funds would support the foundational scholarly/creative work of the faculty member during their first year/s at Gustavus. After this period, it is anticipated that the scholarly/creative work of the faculty member would be supported through other internal or external funding opportunities. *All start-up funds should be expended by the end of the faculty member's first fiscal year, unless explicit permission is granted by the Dean.* Discussions about the length of time/availability of start-up funds will generally occur during negotiation, but may occur in real time if circumstances change. Start-up funds for a given fiscal year must be spent and items received by May 31. The expenses must be directly related to scholarly/creative work and reasonable. All items purchased are property of the College.

Acceptable uses for Start-up Funds could include:

- Travel expenses (i.e., transportation, hotels, food), to conduct scholarly work (e.g., research library or collection, field sites)
- Laboratory/studio equipment, materials, supplies and organisms
- Specialized computer hardware and software
- Books
- Fees for laboratory analysis or instrument user fees for equipment not owned by Gustavus
- Professional certification or licensing

- Journal publication costs (i.e., page and image charges, copyright permission, publication subvention costs)
- Gustavus summer student research assistant stipends, plus related benefits (e.g., FICA, worker's compensation), ordinarily in the summer after the first full year of tenure-track employment at Gustavus
- Gustavus student research assistant stipends (academic year)
- Professional society memberships or attending academic conferences

Start-up Funds cannot be used for the following (unless prior approval is granted from the Dean):

- Compensation for faculty or professional staff
- Commissioning of works by other artists
- Teaching supplies

Start-up funds and employee termination:

Start-up funds are designated to assist a new faculty member to build their research, scholarship, and creativity at the College. As a result, upon notice of an employee's resignation or termination, funds designated for start-up expenses will no longer be expendable, unless specific approval has been granted by the appropriate funding authority (i.e., the appropriate Dean or Provost). Upon the departure of a faculty member, durable assets or items of value remain with the College.

Phased Retirement Option for Tenured Faculty (PRO) – 4:16

The Phased Retirement Option (PRO) is designed to assist individual faculty members and the programs in which they participate in planning for the full retirement of a long-serving member of the college community. Such planning may provide an opportunity for the college to prepare for the transfer of the knowledge, skills, and institutional memory as well as allow faculty members to consider and pursue their long and short-term goals as they transition from full-time employment to retirement.

Eligibility

Full-time tenured faculty members are eligible to participate voluntarily in the Phased Retirement Option after completing 20 years of full-time faculty service at Gustavus Adolphus College, at least ten of which must be as a tenured faculty member. This option is not available to Endowed Chairs or Distinguished Endowed Chairs.

Faculty members electing phased retirement must notify the college and their departments or programs by December 1 prior to the academic year in which they plan to begin phased retirement. When formally entering into the Phased Retirement Option, the tenured faculty member will indicate a firm date for his or her full retirement and will sign a letter of agreement to relinquish tenure, effective on that date. Upon reaching full retirement, a faculty member electing this option will be eligible for consideration for promotion to emeritus status.

Provisions

PRO carries a 4/6th employment expectation, with compensation based on the number of years the faculty member elects to remain in the program, up to a maximum of three. During the phased-retirement period, a faculty member will be compensated for an annual one-course release to prepare for retirement and their salary shall continue to be adjusted through the normal process of setting faculty salaries. Faculty who choose to participate for one year in PRO will receive 60% of the full-time salary at their step for their year in the program; faculty participating for two years will receive 55% of the full-time salary at their steps for their two

years in the program; faculty who commit to three years in PRO will receive 50% of the full-time salary at their steps for their three years in the program. With one semester's notice, an individual participating in this plan may shift to full retirement prior to their planned phased retirement term, and the relinquishing of tenure occurring at the conclusion of the new phased retirement term.

The specific nature of the employment responsibilities for faculty in the PRO program will be determined by the Provost in consultation with the individual faculty member, the faculty member's department, and any interdisciplinary program indicated by the faculty member. These responsibilities will normally require at least one course to be taught each semester and may include (but will not be limited to) regular teaching, supervision of special projects, advising, and/or administrative assignments. The person entering phased retirement will not normally participate in the position definition, search, or hiring of his/her replacement and may not participate in any reviews of his/her replacement.

Faculty may take any earned sabbatical leave immediately prior to entering the PRO; teaching during the PRO will not count toward future sabbatical leaves.

Phased retirees will be eligible for institutional support for research and travel including faculty travel funds, professional development accounts, and college grants.

Benefits

Benefits continue throughout the phased retirement period: the College contribution will continue for health and dental; tuition benefit will continue; retirement contributions, disability coverage, and life insurance continue based on phased retirement salary.¹

Availability

The Phased Retirement Option is a program for faculty members who meet the eligibility requirements. Gustavus Adolphus College elects to offer this program to allow faculty members who have served the institution to plan their next steps and to facilitate planning on the part of departments and programs in which vacancies will occur. While applications from eligible faculty members will normally be approved, the College reserves the right to require an employee to defer entry to the phased retirement program if: 1) the Provost determines that participation by the faculty member would seriously disrupt an academic department, or college operations and/or programs; or 2) the Provost has received more applications for participation in the program than can reasonably be approved in light of the college's financial and operational requirements.

The college will, at least in five-year intervals, review the program to determine if the needs of the institution are being fulfilled, and the college reserves the right to discontinue the program if those needs are not being met. If the college elects to discontinue the program, the faculty will be notified at least two years in advance in order to provide sufficient time for planning and any existing written agreements will be honored.

¹ Coverage and benefits will be subject to the terms and conditions of these separate plans, which may also be amended or terminated at any time.

Voluntary Appointment Reduction Option for Tenured Faculty (VARO) – 4:17

The Voluntary Appointment Reduction Option (VARO) is a program that allows faculty to voluntarily trade income for a reduced teaching appointment. VARO permits faculty to reduce their teaching appointment to reflect personal and professional needs and interests.

Eligibility

Full-time tenured faculty members not on leave are eligible to participate in the Voluntary Appointment Reduction Option (VARO). This option is not available to Endowed Chairs or Distinguished Endowed Chairs. Faculty members electing to participate must submit a written request to their Dean by March 1 preceding the academic year in which they wish to participate.

Provisions

VARO carries either a 5/6 or 4/6 course load expectation, with base salary to be prorated as appropriate. The specific teaching schedule for faculty in the VARO program will be determined by the Provost in consultation with the individual faculty member, the faculty member's department, and any interdisciplinary program indicated by the faculty member. The teaching schedule will take into account any existing reassigned time (e.g., for chairing a department), but VARO participation will require at least one course to be taught each semester. Any additional courses beyond the agreed upon 4- or 5-course assignment will be compensated at the regular base salary rate.

Other areas of agreement include:

- Faculty may take any earned sabbatical leave immediately prior to entering the VARO; teaching during the VARO will count toward future sabbatical leaves.
- VARO participants will be eligible for institutional support for research and travel including faculty travel funds, professional development accounts, and college grants.
- Faculty members participating in the VARO program maintain their rank and status. They are considered full-time faculty members and, as such, are expected to adhere to the policies and provisions relating to regular, full-time faculty members outlined in the *Faculty Book*.
- This reduced teaching assignment does not alter other responsibilities to the College (e.g., advising, service) as outlined in our governing documents.
- Faculty choosing to seek outside employment during the VARO term should be aware of *Faculty Manual* policies regarding external employment and conflict of interest; participants will conform to these policies at all times.
- In consultation with their Dean, faculty request single- or multiple-year VARO options.

Benefits

Benefits continue throughout the VARO period, based on the reduced VARO salary, including: the College contribution for health and dental, tuition benefit, retirement contributions, disability coverage, and life insurance. *Note: Coverage and benefits will be subject to the terms and conditions of these separate plans, which may also be amended or terminated at any time.*

Availability

The VARO is a program for tenured faculty members who meet the eligibility requirements. While applications from eligible faculty members will normally be approved, the College reserves the right to require an employee to defer entry to the VARO program if: 1) the Provost determines that participation by the faculty member would seriously disrupt an academic department, or college operations and/or programs; or 2) the Provost has received more applications for participation in the program than can reasonably be approved in light of the college's financial and operational requirements.

Program Changes

The college reserves the right to discontinue the VARO program at any time. If the college elects to discontinue the program, existing written agreements will be honored.

Section Five – Department Meetings and Interpersonal Communication

Easy and constructive communication within the department is an important indicator of department health. Are individuals comfortable coming to the chair for help with individual issues? Are they comfortable talking together about issues common to the department? Are they able to have disagreements but still come to an acceptable resolution on difficult issues? Yes answers are what we hope for, but they don't always come naturally. This section focuses on topics that can help foster positive communication and professional relationships within the department.

Department Meetings – 5:1

Conversations about departmental matters should be forward-looking and constructive. In support of this goal, we provide the following steps to help guide department meetings.

1. **Clarify objectives:** All members of the department should submit items to the meeting agenda by noon three days in advance of the meeting (e.g., noon Tuesday for a Friday meeting). Late submissions will be held over for future meetings. The meeting chair will distribute the agenda no later than noon two days in advance of the meeting (e.g., noon Wednesday for a Friday meeting) and will ensure that everyone has access to any relevant background materials. In the case of lengthy agendas, the meeting chair will have the discretion to defer non-urgent items to future meetings. If there is nothing on the agenda, the meeting chair will reach out to cancel no later than noon two days in advance of the meeting (e.g., noon Wednesday for a Friday meeting).
2. **Stay on task:** The agenda should include an allocated time for each topic, which should be strictly adhered to; the meeting chair will serve as timekeeper for each meeting.
 - a. **Prepare in advance:** Participants should review the agenda and background materials in advance of the meeting. Advance preparation will help to make the best use of meeting time, and can improve the quality of discussion.
 - b. **Be on time:** Starting on time requires discipline by the meeting chair and participants. Arriving on time and finishing in a timely manner shows consideration and respect for colleagues and their time. (Keeping the agenda realistic is important, of course; see the note above about the meeting chair's ability to defer agenda items.) Finally, if only 20 minutes are required to accomplish the meeting objectives, the meeting should end after only 20 minutes.
3. **Stay on topic:** The meeting chair should keep the meeting agenda on topic and moving efficiently. If a colleague is monopolizing the conversation, the chair will interrupt to allow input from others. Likewise, if the discussion moves off topic, the chair should interject to defer the newly-introduced topic to a future meeting.
4. **Enforce a technology-free zone:** In order to minimize distractions, only the assigned recorder should bring a laptop or other device to the meeting for the purpose of recording minutes.
5. **Treat everyone with respect:** Express opinions responsibly, focusing on issues and topics at hand, not on people or differences, speaking both honestly and kindly. This is the foundation for all of the following additional expectations.
 - a. **Do not interrupt:** We all interrupt at times either by mistake or while trying to build on other's statements. However, you should wait to speak until a colleague has finished speaking or you have

been invited to speak.

b. Express yourself concisely: Brevity acknowledges the value of other's input and time.

c. Engage other's thoughts, ideas, and opinions: Meetings have greater value and richness when everyone has a chance to participate. This includes gracious acceptance of opinions different from your own.

6. **Follow up after the meeting**: It is quite common for individuals to come away from the same meeting with very different interpretations of what went on. To reduce this risk, wrap up meetings with a clear statement of next steps and who is responsible for those next steps. The meeting recorder will email minutes within one business day following the meeting (e.g., by noon Monday for a meeting held Friday morning). The minutes will document the responsibilities given, tasks delegated, and any assigned deadlines so that everyone has a common understanding of actions taken and next steps. Note, the primary purpose of minutes is to create an official record of the actions taken at a meeting. Minutes are not intended to serve—nor should they serve—as an exact account of who said what and when. As such, minutes should only include actions taken by the committee and not provide a record of conversations, rationales for decisions, or any other information. Individuals are responsible for reviewing the minutes and responding with suggestions for revisions within 24 hours (e.g., by noon Tuesday for minutes sent Monday at noon). Faculty members will respond to the recorder and meeting chair directly, rather than through “reply-all.”

Meeting Agendas – 5:2

Based on Robert's Rules of Order (10th edition, pp. 342-351), with comments and revisions added.

The agenda is a detailed list of specific items, in the sequence in which they will be covered. Use a consistent order of business from meeting to meeting and distribute copies of the agenda in advance so members know what issues will be discussed at the upcoming meeting. A typical order of business for a regular department meeting might be:

1. **Approval of the minutes**. Motion to approve is not necessary. The minutes are either approved as read or as corrected, but without a vote.
2. **Reports**. This includes report from the chair, special committees, working groups, etc.
3. **Unfinished Business**. Any issue which was not concluded, was postponed, or was tabled during the prior meeting.
4. **New Business**. This is the time that new business is introduced.
5. **Good of the Order**. General discussion about the work of the department, announcements, guest speakers and so on (not business or motions).
6. **Adjournment**. A motion to adjourn may be made at any time of the meeting. The assembly should never be forced to meet longer than it is willing to meet.

Template Documents – 5:3

- [Meeting Agenda](#)
- [Meeting Minutes](#)

Section Six – Evaluation

Tenure-Track Faculty – 6:1

Guidelines for Departmental Review and Support of Probationary Personnel are available online in the *Faculty Handbook* (Section 2.1.2.1): <https://gustavus.edu/facultybook/>

A tenure review informational webpage with information for tenure-track faculty is available at: <https://gustavus.edu/provost/newfaculty/review.php>

Tenure-Track Review Planning Worksheets

These planning worksheets are intended to support the review of untenured faculty members. If you or a faculty member has any questions about the agreed-upon schedule for review, please contact Shanon Nowell (snowell@gustavus.edu) to confirm.

[First Year \(6-Year clock\)](#)

[First Year \(4-Year clock\)](#)

[Second Year](#)

[Third Year](#)

[Fourth Year](#)

[Fifth Year](#)

Special Appointment and Part-Time Faculty – 6:2

Guidelines for Departmental Review and Support of Continuing Special Appointment and Part-time Faculty can be found online in the *Faculty Handbook* (Section 2.1.2.2): <https://gustavus.edu/facultybook/>

Non-Tenure-Track Review Planning Worksheets

These planning worksheets are intended to support the review of non-tenure-track faculty members. If you or a faculty member has any questions about the schedule or process for review, please contact Shanon Nowell (snowell@gustavus.edu) to confirm.

1. [Faculty Performance Review Checklist](#)
2. [Faculty Self-Reflection Form](#)
3. [Classroom Observation Guide](#)
4. [Classroom Observation Worksheet](#) (use is optional)
5. [Faculty Performance Review Form](#)

Continuing and Senior Continuing Faculty – 6:3

Guidelines for Departmental Review and Support of Continuing Faculty can be found online in the *Faculty Handbook* (Section 2.1.2.3.1): <http://www.gustavus.edu/facultybook/>

Continuing Faculty Review Planning Worksheets

These planning worksheets are intended to support the review of continuing and senior continuing faculty members. If you or a faculty member has any questions about the schedule or process for review, please contact Shanon Nowell (snowell@gustavus.edu) to confirm.

Continuing Faculty (5-year clock)

[First Year](#)

[Second Year](#)

[Third Year](#)

[Fourth Year](#)

[Fifth Year](#)

Senior Continuing Faculty

[First through Fourth Year](#)

[Fifth Year](#)

Conflict of Interest Policy for Committee Membership – 6:4

The Conflict of Interest Policy for Committee Participation is available online:

<http://gustavus.edu/facultybook/allcollegetpolicies/#Anchor-Conflic-52357>

Guidelines for Classroom Observation – 6:5

To guide the teaching observation process, please see these [Guidelines for Classroom Observation](#).

Faculty Evaluation Deadlines – 6:6

Tenure-Track Faculty (6-year clock)

First Year: February 15 (informal letter of continuation)

Second Year: November 15 (regular review process)

Third Year: Schedule set by the Third Year Review Subcommittee, usually in spring semester

Fourth Year: April 1 (regular review process)

Fifth Year: April 1 (informal letter of continuation)

Tenure Review: Schedule set by Faculty Personnel Committee, in fall semester

Tenure-Track Faculty (4-year clock)

Annual: February 15 (follows process for 2nd year review)

Third Year: Schedule set by the Third Year Review Subcommittee, usually in spring semester

Fourth Year: April 1 (regular review process)

Tenure Review: Schedule set by Faculty Personnel Committee, in fall semester

Continuing Faculty (5-year clock)

First Year: February 15 (informal letter of continuation)

Second Year: November 15 (regular review process)

Third Year: April 1 (process coordinated by the CFRC)

Fourth Year: April 1 (regular review process)

Fifth Year: April 1 (process coordinated by the CFRC)

Senior Continuing Faculty (5-year cycle)

First Year: April 1 (informal letter of continuation)

Second Year: April 1 (informal letter of continuation)

Third Year: April 1 (informal letter of continuation)

Fourth Year: April 1 (informal letter of continuation)

Fifth Year: April 1 (process coordinated by the CFRC)

Non-Tenure-Track Faculty

Annual Evaluation: March 1

Tenure and Promotion Process Guidelines – 6:7

The Faculty Personnel Committee suggests that Department Chairs follow these guidelines for their role in the tenure and promotion processes.

In the two semesters prior to review, department chairs will work with review candidates to schedule the administration of Faculty Personnel Committee SRI (Student Reflection on Instruction) in each of their classes. Administration of Fall SRIs will generally occur during the first two weeks of November and Spring SRIs will be given during the last two weeks of April.

The chair should consult with the reviewee regarding selection of colleagues to write solicited letters. After consultation with the Chair, the candidate will request solicited letters from TWO Gustavus colleagues outside the department, and TWO professional colleagues at other institutions.

Announce to students and appropriate alumni that the candidate is being considered for tenure/promotion. If a person chooses to write, ask that they address, to the best of their ability, the criteria for tenure/promotion and address the letter to the Provost (letters should be emailed directly to the Assistant to the Provost, Shanon Nowell, at snowell@gustavus.edu).

Announce to department members that those who are tenured are expected to write a letter to be included in the reviewee's file. Non-tenured colleagues may write if they wish, but they should never feel obligated or coerced to do so. (If there are two candidates from the same department, normally they do not write for one another.) Chairs might also remind departmental colleagues that visiting a class, talking with the candidate, and reading a copy of the professional statement prepared by the candidate is useful in helping the faculty member write a letter that addresses the criteria for tenure/promotion. Ideally, the candidate should supply a copy of their file or at least a copy of the professional statement, CV, and publications to the department a few weeks before letters are due, so that this information is available to members of the department to reference as they write their letters.

Student Reflection on Instruction (SRI) – 6:8

As a part the third year review and tenure review processes, Student Reflection on Instruction (SRI) will be coordinated by the Provost's Office for inclusion in the review dossier. This administration of the SRI instrument will happen in the two semesters preceding the reviews. In Fall, SRI will be administered during the first two weeks of November, and in Spring during the last two weeks of April. NOTE: The Provost's Office does not coordinate SRI administration for January Term courses.

In addition to the Provost's Office coordinated SRI, any faculty member who wishes to administer the standard SRI evaluation may do so. These SRI can be accessed at: <https://gts.gac.edu/sri/>. The standard questionnaire can be viewed on the Kendall Center website at:

<https://gustavus.edu/kendallcenter/evaluation-of-learning/assessments.php>

SRI results will be available to the instructor after the final grade submission deadline at the end of the term. Kirsten Becker (kirstenbecker@gustavus.edu) can assist with questions regarding SRI administration.

Procedures for conducting SRI

- [Third Year Review](#)
- [Tenure](#)
- [Promotion](#)

- [Continuing Faculty](#)
- [Self-Administered SRI](#)

Student Evaluation of Teaching Forms (SETs)

The former SETs evaluation tool will be phased out starting in Fall 2018, and will no longer be available after Spring 2020. Until that time, SETs can be accessed online at: <https://sets.gac.edu/>.

Procedures for conducting SETs

- [Third Year Review](#)
- [Tenure](#)
- [Promotion](#)
- [Continuing Faculty](#)
- [Self-Administered SETs](#)

Section Seven – Program Assessment of Student Learning

Program Assessment of Student Learning– 7:1

In order to promote the academic quality of the department’s programs, Chairs should coordinate with the Department’s Program Assessment Liaison (PAL) in the regular assessment of student learning and in organizing external reviews.

Ongoing Assessment Activities – 7:2

Each department should select a Program Assessment Liaison (PAL) to coordinate departmental assessment efforts. Due to the ongoing and continuous nature of assessment of student learning, it is recommended that the PAL is not also the chair.

Each department has developed an Assessment Plan. These plans describe each department’s desired learning outcomes, assessment measures to be carried out, and methods of interpretation and reporting of data. Departments should annually review their assessment plan to determine which assessments will be carried out and by whom. If outcomes or assessment methods change, the department’s Assessment Plan document should be revised to reflect those changes.

Although the PAL coordinates the department’s assessment activities, Chairs are responsible for ensuring that all department members are familiar with the following:

- Stated learning outcomes should reflect the department’s mission.
- Assessment measures should be directed at discerning whether students are achieving those desired outcomes.
- Measurement activities should be practical and achievable and should, wherever possible, take advantage of the work the department already does in the course of examining and refining its programs. They should not significantly add to the department’s workload.
- The purpose of assessment is to use what is learned to guide decision-making about student learning in the department’s program.

- The PAL will prepare the Annual Assessment Report and submit to the College Assessment Director, who determines the form and content of the report. Chairs are encouraged to provide input and feedback on the report.

Assessment is a shared responsibility, and should be an occasion for regular departmental conversations about student learning in the context of its mission. Funds are available from the Provost's Office for assessment activities, including postage for surveys, departmental assessment retreats, etc. Other resources for assessment include:

- **College Assessment Director:** meets regularly with PALs as well as with the entire department to provide ongoing assistance and resources for successful implementation of assessment of student learning; contact Sarah Ruble (sruble@gustavus.edu or x7481).
- **Alumni Office:** provides addresses of graduates for a survey (majors and/or minors); contact Teri Bauman (tbauman@gustavus.edu or x7516).
- **Career Development:** for information on internships; contact Jessica Franta (jfranta@gustavus.edu or x7509).
- **Library:** maintains a spreadsheet of student research presentations searchable by department; contact Jeannie Peterson (jpeter13@gustavus.edu or x7556).
- **Institutional Research:** to discuss survey instruments and review instrument design; contact David Menk (dmenk@gustavus.edu or x6539).
- **Dean of General Education and Assessment:** Mary McHugh (mmchugh@gustavus.edu or x7541).

Section Eight – Review of Academic Departments and Programs

Purpose of the Review – 8:1

A review is an opportunity for the department, Provost, and Deans to consider the department's program and curriculum, assess its strengths, areas for growth, and plans for the future. This review helps departments and programs to see how they are doing in terms of their strategic plans. This review process has been developed in consultation with the Faculty Senate and the Department Chairs and Program Directors, in response to a request from the Shared Governance Working Group on Curriculum in 2015.

This multi-purpose process is intended to:

1. Ensure that Gustavus Adolphus College offers majors, minors, and programs of recognized excellence that support the institutional mission, meet the needs of students, and contribute to the College's overall excellence;
2. Reflect the College's principles of shared governance;
3. Provide quantitative and qualitative information that, when taken in aggregate, can inform the College's leadership as it makes decisions about resource allocation; and
4. Strengthen communication among members of the faculty and administration, helping them to be more nimble and prepared both to respond to sudden adverse conditions (e.g. declining enrollment), and/or exciting opportunities for growth (e.g. grants or gifts toward the academic program).

An initial round of reviews will involve all departments/programs and take place within a three-year period in order to provide an overall picture of campus offerings and to ensure that the four-stage process is effective for all departments/programs. The initial round of reviews will also provide a necessary baseline for future comparison, giving the Provost and members of departments/programs an opportunity to identify and agree upon appropriate benchmarks.

At the end of the three-year initial round of reviews, all of the materials will be reviewed in their totality by the Provost's Office leadership team and the Faculty Senate with an eye toward whether the objective of the process has been met and to identify and recommend any necessary changes. Then, the process will become embedded into a five and ten-year review process. The ten-year review process will involve external evaluators.

Process – 8:2

Stage 1: Data Gathering (Office of the Provost)

Review of each major, minor, or program will begin with the Provost's Office. In consultation with Department Chairs/Program Directors, the Provost will identify the type of quantitative and qualitative data needed for a successful review process. The Provost will also ask what data is most useful for each department/program, as it seeks to answer questions regarding faculty load and service to majors/minors and the broader college; such questions may include: How many departmental courses are taught exclusively for majors and minors? How many non-major general education courses or courses required for other interdisciplinary programs are taught by department/program faculty? This part of the process will be particularly important in the initial round of reviews. In subsequent reviews, the Provost and a department will begin with the established set of data; although, changes can be negotiated as needed.

Subsequent to feedback from Department Chairs/Program Directors about the types of data identified, the Provost's Office will collaborate with the Registrar's Office, the Office of Institutional Research, Human Resources, and other campus offices to collect the necessary quantitative data. The Provost will present these data to the department or program for use, interpretation, and possible correction. This information will be shared with the department or program by September 15 of the academic year of the review. These data will address the following questions:

1. What is the total enrollment of students in courses associated with each major or minor within the department/program, total number of majors/minors, and total number of graduates for the past five years?
2. What are the trends nationally and regionally regarding student interest and enrollment in this particular major, minor, or program? What is the interest-level of current and prospective Gustavus students in this program?
3. What is the external demand for a particular major, minor, or program?
 - a. What external indicators are there to show the need for and attractiveness of the major, minor, or program?
 - b. What are the career prospects and job placement for those who graduate with this major, minor, or program? What are the trends over time?

Stage 2, Part 1: Generating the Narrative (Department/Program)

After receiving the information collected in Stage One and providing corrections (as needed), the department/program (working from its most recent review) will provide brief answers (approximately 3,000

words or less in total) to the following questions. We anticipate that this work will be conducted during the fall semester.

I. History, Development, and Aims of the Major, Minor, or Program

- When and why was the major, minor, or program initially established? What were its initial aims and expectations?
- How does the department currently articulate its overall mission, aims, and expectations?

II. Relationship of the Major, Minor, or Program to other Programs and the College's Aims, Mission, and Current Strategic Plan

- How does the major, minor, or program serve the aims and mission of the College?
- How does the major, minor, or program promote the College's current strategic plan?
- How does the major, minor, or program fit into and strengthen the College's broader curriculum?

III. Evidence of the Strength and Benefits of your Major, Minor, or Program

Note: Qualitative and quantitative data needed by departments will be discussed with the Provost in Stage One. However, this section of the process leaves room for changes or modifications.

- Please provide additional quantitative measures that your department/program uses to measure the strengths and benefits of your major, minor, or program. Forms of quantitative evidence might include: test scores on nationally standardized instruments; grants; awards; number of students who were admitted to graduate school; or number of graduates who were certified or licensed in their professions.
- Please provide additional qualitative measures that your department/program uses to determine the strength and benefits of your major, minor, or program. Forms of qualitative evidence might include: surveys of current students; letters from or surveys of alumni; survey responses from employers; or student exit interviews.
- What have you learned from your previous efforts to measure the benefits of your major, minor, or program?

IV. Current Strengths and Challenges of the Major, Minor, or Program

- Please describe how the major, minor, or program meets its aims and achieves excellence in the relevant field or discipline. Please describe weaknesses/deficiencies within the major/minor/program.
- Please provide a brief summary of recent efforts related to your departmental student learning outcomes, including determination of whether the student learning outcomes are still appropriate or require revision. (Note: The Provost will provide the department's most recent assessment data and reports associated with each of the departmental student learning outcomes.)
- When was the last time your major, minor, or program was changed? Please provide the context and rationale behind the change (e.g. changing needs of current or prospective students, changes to your field of study).

V. Envisioning New Approaches or Opportunities that will Strengthen the College

- What primary changes in your current major, minor, or program, if any, would strengthen both your department/program and the overall excellence of the College?
- What additional resources, if any, are needed to make these changes? (Resources could include equipment, facilities, computer software, supplies, student research assistants, additional faculty or staff, web design and marketing, etc.)
- In what ways could your major be strengthened in the absence of additional resources? Please explain.
- Assuming that all tenure-line faculty in your department remain at the College, please creatively envision ways to strengthen the overall excellence of the College, outside your current department/program, that build on your faculty's particular areas of expertise. Are there new programs that would greatly serve the College and build on the strengths of current faculty within your department/program? Are there new ways that members of your department/program might partner with other departments to strengthen college offerings and attract more students to Gustavus?

Stage 2, Part 2: Selecting External Evaluators (Department/Program)

If your department/program has not had an external evaluation in the last eight years or if the department/program or the Provost's Office deems that an external perspective would be valuable, two external evaluators will be engaged for the review process. If the review involves external evaluation, please follow the instructions present in Stage Two, Part Two of this guide, as well as section 8.3-8.5 for the logistical details of hosting an external evaluation. If external evaluation is not part of your review cycle this year, please continue onto stage three of the review process.

Four possible external evaluators will be identified by the department/program by October 15, with Provost's Office approval of two external evaluators by November 1. Typically, the evaluators visit will take place in Feb/March of the review year. The materials that are generated in stage one and stage two, part 1 will comprise the materials that will be shared with the external evaluators to help inform their review of the department/program. There is no expectation or obligation for any department/program to include more than the above required materials.

Depending on the nature of the department/program and its goals, however, a department/program may choose to include additional materials. Additional materials that might be provided to the external evaluators may include:

- **Goals of the review process**
- **The most recent evaluation report**
- **The Department's most recent strategic plan**
- **Course syllabi**
- **Brief (one-page each) Vitae of All Faculty**
- **Advising:** This could be a brief discussion detailing the departmental procedures for advising majors. It would include materials (Major Handbooks, Advising Documents, Major Declaration Forms) that the department uses for advising.
- **Curriculum:** This material may come from the College Catalog, but could be expanded upon to include a more focused discussion on: major(s), participation in General Education, service courses (those courses that are included in other majors and/or programs), electives, etc.

- **Diversity Issues:** This would be an assessment of the ethnic and cultural diversity of the department, in terms of students, faculty, and curriculum, as appropriate. It should report how the department is addressing the College's goal to create and maintain a welcoming and inclusive environment for all members of the community.
- **International Dimensions:** This would be a brief assessment of how the department addresses the College's desire to provide an international perspective to students and the campus. It could include: descriptions of courses revised to have a more international dimension; what the department is doing to encourage students to study abroad; lists of international guests the department has hosted, faculty attendance at conferences on internationalizing the curriculum and/or international travel, and/or percentage of majors who have studied abroad.
- **Postgraduate Preparation/Advising and Outcomes:** This could include: a brief discussion of the process used to prepare students for graduate or professional schools; Departmental handbooks, manuals, etc., numbers of students who have been accepted to graduate or professional school since the last review or senior exit interview data.
- **Internship Programs:** This could include: a brief description of the appropriateness of internships for your students and how they are incorporated into your curricula, the number of students who have recently participated in internships and their sites.
- **Student/Faculty Research, Scholarship and Creativity:** This could include: a brief description of student faculty research, both in and out of the classroom or a list and brief description of recent student/faculty collaboration. Depending on the department, evidence of creative work such as performances, art showings, concerts, etc., would clearly be relevant as well.
- **Teacher Education:** A brief description of your program's participation in teacher education if it is a major component of your program.

The compiled materials for the external evaluators should be sent to the Provost as one electronic PDF document with a table of contents five weeks before the visit. After approval of the draft by the Provost, a final draft of the PDF document should be sent to the evaluators two weeks before the visit.

The Evaluator's Report

Generally, the evaluator's report will be 4-8 pages in length. Though there is no standard template for the external review reports, the report may address:

- Goals for the review outlined in the self-study.
- How well the department/program is meeting the goals outlined in its strategic plan.
- How well the department/program is doing in terms of national standards or recognized model programs.
- The significant strengths and weaknesses of the department/program as currently configured.
- How well the department/program is covering the field in its programming for those planning to attend graduate school?
- What kind of change(s), if any, in the structure or content of the major, minor, or program would make the major/minor/program more attractive to students and more beneficial to the College and members of the faculty?
- What are recommendations for improvement in the next decade?
- How well the department/program is using its current staffing and departmental (non-personnel) resources.

The evaluators' written report will be a source of input into the next stages of the department/program review process. The department/program may generate a formal response to the evaluators' written report as a source of input for stage 3.

Stage 3: Opportunity Analysis (Office of the Provost and the Department/Program)

After Stages One and Two have been accomplished to the satisfaction of the Provost's Office and members of the Department/Program and the external evaluator report received (if applicable), the Department and Provost's Office will meet together and conduct an "Opportunity Analysis of the Major, Minor, or Program." This third, collaborative stage takes into account the information gathered within the first two stages, as well as the external evaluator report, and explores how the major, minor, or program might seize opportunities not previously considered by the institution. The Provost's Office will lead the generation of a jointly created (i.e. Provost's Office and department/program) draft agenda for the opportunity analysis meeting, centered on the materials obtained through stages one and two.

Questions addressed at this stage could include the following:

- What are the continuing benefits to Gustavus of offering this major, minor, or program? How does it help achieve the College's aims, mission, and current strategic plan goals?
- What kind of change, if any, in the structure or content of the major, minor, or program would make the major/minor/program more attractive to students and more beneficial to the College and members of the faculty?
- Assuming that all tenured and tenure-track faculty in the department remain at the College, are there ways to strengthen the overall excellence of the College and to build on faculty areas of expertise other than maintaining the current major, minor, or program?
- Upon reflection about the College's majors, minors, and programs as a whole, what other programs might help strengthen the academic standing of the College and be attractive to students?

The Provost's Office will take minutes from this meeting and submit the minutes to the Department/Program for feedback.

Stage 4: Summary Report (Office of the Provost)

After completing Stage Three of the process, the Provost will provide a one- to two-page written report to the department/program that includes a summary of findings and their recommendations for ways to strengthen the department in relation to the College's mission, overall curriculum, and ability to attract strong students. The department/program or the Provost's Office may call a meeting to discuss the contents of the report or the department/program may offer written feedback to the report, within two weeks of receipt of the report. The Provost's Office may modify the report based upon this feedback to generate the final version of the report; the report may include a Provost's Office response (as an appendix) that describes why department/program feedback was not incorporated into the report (if applicable). This final version of the report will be shared with the department/program by the end of the spring semester.

In some cases, the final report may recommend that the best course of action for the College requires major changes in the department/program, such as substantially enhancing departmental resources, substantially reducing them, or discontinuing a major, minor, or program. In such cases, the Provost's Office will inform the affected department(s) by the end of the spring semester through the sharing of the final report, which will include a rationale for proposed changes. The department(s) will then have an opportunity to provide a written response to the recommendations by October 1 of the fall semester. The final report, Provost's Office rationale, and departmental/program response will be shared with the Faculty Senate and Curriculum

Committee for consultation and recommendation prior to a final recommendation regarding the proposed change by the Provost's Office. The committee recommendation is due to the Provost's Office by October 20.

Using the departmental, Curriculum Committee and Faculty Senate responses as additional input, the Provost will make a final recommendation regarding the outcome of the process (e.g., changes in resource allocation, curricular direction, discontinuation). If the Provost decides to recommend discontinuation, the Provost will inform the affected department, Curriculum Committee and the Faculty Senate by November 1, providing a rationale and transition plan. If either the Curriculum Committee or Faculty Senate endorses the Provost's recommendation, the endorsing committee will bring the proposal to the faculty for a vote at the following faculty meeting.

If the faculty approves the discontinuance of a major, minor, or program, then (according to 2.2.1.4.2 of the Faculty Handbook) the "Provost's Office will officially notify students in the major/minor/program of the decision of the faculty and work with students and faculty on the transition plan." Furthermore (according to 2.2.1.4.3), "the Registrar's Office will remove the major/minor/program from future academic catalogs."

External Evaluator Logistical Details – 8:3

Selecting Evaluators

In most cases the evaluation team will consist of two external evaluators within the discipline of the department undergoing review. Departments will send a list of at least four evaluators, along with their vitae, to the Dean by October 15. In cases where there are multiple distinctive majors within the department and two may not be the most sensible number, the department chair should consult with their Dean to identify the appropriate size and background(s) of the evaluation team.

The department should contact their nominees to see if they are interested and available. The department will then provide the Dean with a ranking and rationale by October 15. The Dean will select the evaluators by November 1, inform the department/program of the selected candidates, and send the evaluators a written invitation. Ideally, the team will consist of one male and one female, with one evaluator being an ethnic minority. Normally, one visitor will be from a comparable undergraduate institution and one will be from an institution that has a graduate program in the discipline. Evaluators should both have tenure in their field, but it is desirable to select evaluators at different points in their career. We find that reviews are most effective when the reviewers have a strong understanding of higher education in this region; for this reason we encourage departments to first consider reviewers from institutions within 500 miles of Gustavus.

When contacting prospective evaluators, it is important to say that the Dean will make the final decision and that they are among several potential candidates. Please ask them to hold proposed dates open, but do not promise that they will be selected. Once the two evaluators have accepted the formal invitation from the Dean, the department chair should contact the remaining prospects to let them know that other evaluators have been selected.

Travel Arrangements and Expenses Related to the Campus Visit

Reviewers are guests of Gustavus when visiting campus. Their expenses are paid by the Office of the Provost. The College appreciates the time faculty devote to hosting candidates and extending hospitality. The Provost's Office also appreciates efforts made by departments to control costs, while ensuring that every reviewer is treated well and has a comfortable visit.

After the Provost's Office authorizes reviewers for a campus visit and extends an official invitation, the Chair should contact each reviewer and begin making travel arrangements and arranging for the on-campus visit.

Air Travel

All evaluators should book their own flights when possible. The Chair or Administrative Assistant should contact Shanon Nowell (snowell@gustavus.edu or x7541) for approval of the ticket cost before they are purchased. The tickets are paid for by the Office of the Provost. Copies of all receipts need to be submitted to Kirsten Becker (kirstenbecker@gustavus.edu).

Evaluators should be picked up from the airport or take Land to Air Express (www.landtoairexpress.com or 507-625-3977) to Saint Peter rather than renting a car to drive here.

Car Travel

Reviewers who drive to campus will be reimbursed for mileage at the standard IRS rate. Please remember that even a candidate who drives from the Twin Cities will be reimbursed for mileage. While this cost is less than an airline ticket, it's important to note that there is no such thing as a "free" reviewer.

Reviewers who wish to rent a car for personal purposes (e.g., to visit local family) must do so at their own expense.

Lodging

Campus visits will include two overnight stays. Contact the Chaplain's Office (guesthouse@gustavus.edu or x7001) to make Guest House reservations or, if necessary, make reservations at a local motel using a department member's Wells Fargo card for payment. The department is also responsible for obtaining the key to the Guest House in a timely manner (e.g., on Friday by noon if the evaluators arrive on a Saturday or Sunday). The Chair will obtain parking permits from the Campus Safety Office, if needed.

Meals

During the course of a campus visit, it is useful to use meals as an opportunity to introduce the evaluators to a wider range of people on campus and to show our hospitality. Ideally, evaluators will share all meals with a department member, students, or other faculty with related interests.

In order to have a comfortable, informal conversation with the candidate, only modestly sized groups should join evaluators for meals at the College's expense. Although we want to be hospitable, this is a time to model good stewardship to our colleagues from other institutions. Please adhere to the following meal guidelines (the number of listed guests below is the maximum; you may opt to invite fewer):

- Breakfast: evaluators + 2 guests (maximum \$10 per person) *normally on-campus
- Lunch: evaluators + 4 students or 3 guests (maximum \$15 per person) *normally on-campus
- Dinner: evaluators + 2 guests (maximum \$35 per person)
- Receptions: Limited to one during the on-campus visit (\$75 per reception)
- Alcoholic beverages are permitted and will be reimbursed, but are limited to one per individual

A department member's Wells Fargo card should be used for payment. An itemized receipt (not just the credit card receipt) needs to be obtained and the names of those in attendance at the meal should be written on the receipt before it is turned in to the Provost's Office.

In accordance with the College Travel Policy, tips should not exceed 15% of the cost of service, unless automatically charged.

On-campus meal tickets (for the Marketplace and Campus Buffet) are obtained from Kirsten Becker (kirstenbecker@gustavus.edu or x6223) in the Provost's Office.

Evaluator Reimbursement

When evaluators come to the Provost's Office they will be asked to sign a form that provides the information we need in order to reimburse them for expenses. They will be directed to mail receipts for reimbursement for parking, mileage, tolls, etc. to the Provost's Office upon completion of the trip. Reimbursement will normally be made within two weeks of receiving receipts.

Other Expenses

Should there be costs other than transportation, lodging (if off-campus), and meals, it is important to clear these in advance with the Provost's Office.

Schedule/Coordinate Visit

Approximately two weeks prior to the campus visit, the external evaluators will receive the documents generated from Stage one and Stage two, part one of this process. The Department Chair arranges a detailed schedule for the visit (see the [sample schedule](#) below). Normally, the reviewers visit for a period of one and a half days. If the visit starts on a Sunday afternoon, for example, the schedule should include:

- Dinner (Evaluators and 2 faculty)
- Monday (morning): 30 minute meeting of Evaluators with the Dean
- Rest of schedule could include meetings with:
 - o Department faculty
 - o Faculty from related departments
 - o Student majors
- Some free time on Monday evening for them to compare notes. Be sure to inquire of them before they arrive if there are specific things they want to see or do as part of their review.
- Tuesday (late morning /early afternoon): 1 hour exit interview (Provost, Dean, Department Chair, and Evaluators); this should be the final meeting of the visit.

The department is responsible for ensuring that the evaluators are accompanied to, and picked up from, each appointment.

The Chair of the department will consult with TBD, Administrative Assistant (lsteinha@gustavus.edu or x7675), to determine appointment times for the evaluators to meet with the Provost and Dean.

Payment

The Provost and Dean are responsible for all expenses incurred for this review. The department is responsible for keeping track of all expenses and for submitting a completed request for payment form, along with all receipts.

Following the evaluators' visit, they will prepare a written report for the Provost and the department. The Provost will acknowledge receipt of the written report with a letter of gratitude, and enclose an honorarium check in the amount of \$750 per evaluator.

External Review Check List – 8:4

Please note: The timeline below includes a visit by external evaluators. External evaluators may be included in the process, depending upon need and the date of the last external evaluation. The decision to involve external evaluators will be made in consultation with Chair/Director and the Dean.

When?	Who?	What?
Spring/Summer/Fall 2018	Provost's Office and Department/Program	The Chair/Director will meet with the Provost's Office to discuss the process, data sources, and use of external evaluators. Evaluators will be identified by October 15 and approved by November 1.
Summer/Early Fall 2018	Provost's Office	Stage 1: Data Gathering The Provost's Office will collect materials associated with stage one of the process and share with the department by September 15.
Fall 2018	Department/Program	Stage 2, Part 1: Generate Narrative The Department/Program will generate materials associated with stage two, as well as any materials relevant for the external evaluators.
Fall 2018	Department/Program	The Chair/Director works with TBD (lsteinha@gustavus.edu or x7675) in the Provost's Office to schedule the dates of the visit and the evaluators' appointments.
Fall 2018/January 2019	Department/Program	The Department will send the Provost's Office a copy of the materials for the external evaluators five weeks before the visit.
Fall 2018/January 2019	Department/Program	Upon approval from the Provost's Office, the Department will send the evaluator materials to the evaluators (at least two weeks before the visit).
December/January 2018	Department/Program	The Chair/Director makes travel and lodging arrangements for the evaluators.
December/January 2018	Department/Program	The Chair/Director arranges the itinerary for the external evaluators visit.
February/March 2019	External Evaluators	Stage 2, Part 2: External Evaluator On-Campus Visit
March/Early April 2019	External Evaluators	The external evaluator report is submitted to the Provost's Office.
April 2019	Provost's Office and Department/Program	An agenda for the Stage 3 meeting is generated (Provost's Office/Department).
April 2019	Provost's Office and Department/Program	Stage 3: Opportunity Analysis The Department/Program and Provost's Office will meet to carry out stage three of the process; minutes from the meeting will be taken and provided to the Department/Program
May 2019	Provost's Office	Stage 4: Review Report The Provost's Office will develop a summary and recommendations from the review and share it with the department

Sample Schedule for External Evaluators – 8:5

Sunday, October 9

2:30 p.m. Arrive at Minneapolis airport; Tom Keenan, Associate Professor of Linguistics, will meet you

4:00 p.m. Arrive at the campus Guest House.

4:30-5:30 p.m. Tour Linguistic Department facilities in Storkson Hall followed by a brief campus tour with Elizabeth Lewis, Assistant Professor of Linguistics

5:30-6:30 p.m. Open time for evaluators

6:30-8:00 p.m. Dinner with Linguistics Department colleagues Gilbert Broden, Assistant Professor, and Ann Serrano, Associate Professor (El Agave)

Monday, October 10

8:00-9:00 a.m. Breakfast with Professor Susan Smith, Linguistics Department Chair (She will meet you at the Guest House and walk to the Gustavus Market Place)

9:00-9:30 a.m. Meet with Dean Loren Sorenson (Carlson Admin Building, Room 221)

10:00-10:20 a.m. Optional attendance at Daily Sabbath in either Christ Chapel or the Bonnier Multifaith Center

10:30-11:30 a.m. Meeting with faculty from related departments and interdisciplinary programs (Storkson Hall, Room 198)

Emmett Davis, Chair, Philosophy Department

Kasia Mazur, Chair, Computer Science Department

Helena Brink, Chair, Psychology Department

Emily Lin, Director, Asian Studies Program

Charles Hinton, Director, African and African American Studies Program

**Note: Unless otherwise indicated, meetings with faculty are scheduled for Storkson Hall, Room 198

11:30-Noon Jill Marshal, Associate Professor and College Assessment Director

Noon-12:30 p.m. Ann Serrano, Associate Professor (escort to Jackson Student Union)

12:30-1:30 p.m. Lunch/Open time for evaluators (Gustavus Market Place)

2:00-2:30 p.m. Marie Fordyce, Assistant Professor (escort from Jackson Student Union)

2:30-3:00 p.m. Elizabeth Lewis, Assistant Professor

3:00-3:30 p.m. Gilbert Broden, Assistant Professor

3:30-4:00 p.m. Conversation with student majors (Storkson Hall, Room 134)

4:00-5:00 p.m. Open time for evaluators (Guest House or Library)

5:30-7:00 p.m. Dinner with Linguistics Department colleagues Marie Fordyce, Assistant Professor, and David Kim, Associate Professor (Third Street Tavern)

7:00 p.m. Open time for evaluators (Guest house or Library)

Tuesday, October 11

8:00-9:00 a.m. Breakfast with Professor Susan Smith, Linguistics Department Chair; she will meet you at the Guest House (Gustavus Market Place)

9:00-10:00 a.m. Review/discussion time for evaluators (Guest House or the Library)

10:00-10:20 a.m. Chapel is optional

10:30 a.m.-12:00 p.m. Review/discussion time for evaluators (Guest House or the Library)

12:00-1:00 p.m. Lunch with students who are linguistics majors (Anna Brandt '19, Braydon Schmidt '20, Rayna Schultz '21, and Landon Fischer '22) (Gustavus Market Place)

1:00-2:00 p.m. Exit interview with Provost Lucy Thomen, Dean Loren Sorenson, and Chair Susan Smith. (Provost's Office Conference Room)

2:00 p.m. Leave for the airport; Tom Keenan will meet you at the Provost's Office for departure to the Minneapolis airport

Section Nine – Support Staff Wage and Hour Guidelines

The Chair is responsible for supervising the attendance and work assignments of departmental staff. Additional information is available online at:

https://gustavus.edu/humanresources/concertFiles/media/2017_Administrative_and_Support_Staff_Handbook.pdf.

Hours of Work – 9:1

The normal workweek is Saturday to Friday, beginning and ending at midnight on Friday. Standard working hours are 8:00 a.m. to 4:45 p.m., Monday through Friday.

The employee's work schedule is established by the supervisor, based on the needs of the department, and may be different than the standard working hours. The College reserves the right to revise work schedules and hours to meet the needs of a department. Therefore, supervisors will inform support staff of their work schedule.

Meal Breaks and Rest Periods – 9:2

Support staff work schedules normally provide for an unpaid meal break of 45 minutes and one paid fifteen minute rest period for each four hours worked. Supervisors will schedule breaks to accommodate operating requirements. Employees will be relieved of all work responsibilities during unpaid meal breaks. Rest periods (except for adequate time for the purpose of utilizing the nearest convenient restroom) are an employment privilege. Thus, abuse of rest periods may result in loss of the privilege. Employees may elect not to use a paid rest period; however, a rest period may not be "saved" to shorten the work day, extend a meal break, or alter the work schedule. Staff may occasionally be asked to work during a rest period.

Webadvisor for Support Staff – 9:3

Accurately recording time worked is the responsibility of every non-exempt employee. Federal and state laws require the College to keep an accurate record of time worked in order to calculate employee pay and benefits. Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

Non-exempt employees should report to work no more than ten (10) minutes prior to their scheduled starting time nor stay more than ten (10) minutes after their scheduled stop time without expressed, prior authorization from their supervisor.

Since the College uses a biweekly pay period, time must be entered and submitted through WebAdvisor for supervisor approval by 10:00 am on Monday following the Friday that concludes the two-week pay period.

Supervisor must approve by 12:00 pm on Monday.

Overtime for Support Staff – 9:4

Occasionally, support staff may need to work additional hours to meet deadlines or assist with evening or weekend events. Staff should discuss the need for overtime hours with you before the time is accrued to make sure the overtime is authorized.

All hours worked, including overtime hours must be recorded. Hourly employees are paid at the rate of time-and-a-half for all hours worked over 40 per week. Overtime pay is based on actual hours worked. Paid time off, holiday, or any other paid leave of absence will not be considered hours worked for purposes of performing overtime calculations.

Time off in lieu of overtime pay may be allowed if the following conditions are met. Time off is provided at the rate of time-and-one-half for all hours worked over 40 in a week and the time off is taken during the same two-week pay period in which it was accrued.

Section Ten – General Information

Insurance – 10:1

Gustavus carries liability, property, and automobile insurance. Accidents should be reported to Ken Westphal (CFO@gustavus.edu or x7499), Vice President for Finance and Treasurer, within 24 hours of the event.

Parking and Traffic Information – 10:2

Parking and traffic information is available through the Office of Campus Safety and is available online at: www.gustavus.edu/safety/policies/traffic.php.

Student Entry into Locked Academic Areas – 10:3

If a faculty or staff member wishes to allow a student access to a room that is considered a limited access area or to a building after-hours, the student must be issued a gold-colored Permission for Admittance pass. The pass must include the following information completed by the faculty member (faculty members may only issue passes for rooms within their own areas of responsibility): student's name, building, room authorized for use (up to 4 rooms per card), times student is authorized to use the room, pass ending date (cannot be longer than the current academic year or current break time), and printed name and signature of faculty or staff member. Campus Safety officers are instructed to ensure proper access to limited access rooms after hours. If a student does not have a pass they may be asked to leave (even if they have a key or fob or are with a student with a pass). Additionally, officers are instructed to collect incomplete passes, passes that appear to be modified, or that do not allow the student access to the room in question. Confiscated passes will be turned over to the Director of Campus Safety.

Thank you very much for your cooperation in this matter. If you have any questions, please don't hesitate to contact [Campus Safety](#).

Academic Calendar Structure – 10:4

Revised by faculty action 3/22/2001, 3/20/2002, 10/25/2006, 9/23/2016

- Each semester has at least fourteen weeks, including at least 66 class days (previously 64) but not more than 70.
- Four additional days are reserved for final exams.

- Fall classes begin on the Tuesday following Labor Day.
- Nobel Conference is the first Tuesday and Wednesday of October.
- Fall Break is Monday and Tuesday of the eighth week (previously Friday and Monday).
- Thanksgiving break includes the Wednesday before Thanksgiving.
- January Interim is four weeks (minimum nineteen Monday-Friday class days) and begins no earlier than January 3.
- A one-week travel/touring period separates January Interim and Spring Semester.
- A one-week Spring Break separates the halves of the Spring Semester.
- Whenever Easter doesn't occur during the Spring Break, Good Friday and the next Monday are an Easter recess.
- Whenever the end of Spring Break falls within one week of Easter Recess, the two shall be combined.
- The MAYDAY Conference is scheduled the Wednesday closest to May 1.
- Honors Day is the first Saturday in May.
- Commencement is the Saturday following final exams for the Spring Semester (beginning May 2018).

Reporting Grades – 10:5

Faculty policy requires that mid-term and final grades be reported for all students via the web grading screens to the Registrar's Office within the published time lines of the academic calendar (https://gustavus.edu/registrar/six_year_calendar/). The options for each class include either A-F grading or S/U (satisfactory/unsatisfactory).

Calendar of Tasks for Department Chairs – 10:6

Please note that this calendar is not intended to be comprehensive or duplicative of information available in the academic calendar (gustavus.edu/registrar/six_year_calendar). Course proposal deadlines are available on the Curriculum Committee website (gustavus.edu/committees/curriculum).

Ongoing

Monitor department budget expenditures
 Class visits for probationary faculty
 Assessment activities
 Hire/mentor new faculty
 Collect data for annual report
 Schedule regular department meetings
 Administrative Assistant supervision/direction
 Student worker supervision/direction
[Curriculum changes/updates](#)
 Management of student and personnel issues
 Attend chair development opportunities

June

New chair assumes duties
 Departmental annual reports are due to the Provost's Office
 Inform the Registrar's Office of new faculty courses
 Evaluation of departmental administrative assistants
 Close out departmental budget

August

Orientation for new faculty
New employee picnic
Opening Faculty Meeting and Retreat

September

Tenure files close
Third Year Review Committee Chair and Deans meet with TYR candidates and chairs to review the process
Prompt (and assist) new faculty members in crafting and submitting [January IEX](#) course proposals for approval
Finalized Spring departmental schedules due in Registrar's Office
Collect course syllabi from department faculty
Course proposals due for new spring semester courses
Continuing Faculty requests due

October

Provost's Office sends out staffing request/planning information
Begin planning for pre-tenure and non-tenure-track faculty reviews
Staffing/course planning information due to Provost's Office
Review tenure-track search files (if applicable)
Admission event: Explore Gustavus

November

Second year evaluations of tenure-track faculty due (November 15)
SETs are administered the first two weeks of November (tenure, third-year review, promotion)
Budget module/packets are distributed for the following fiscal year
Attend budget manager training
On-campus visits for tenure-track search candidates (if applicable)
Admission events: Dean's Day and Scholarship Day

December

Nominees for spring departmental or program academic assistants are due to the Provost's Office
Departmental budget proposals are due to the Provost's Office
Departments recommend tenure-track search candidates to the dean (if applicable)

January

Course proposals due for new fall semester courses
Receive notice regarding non-tenure-track staffing for the following academic year
Admission event: Discover Gustavus

February

RSC grant applications due
Promotion files close
Presidential Faculty/Student Grant applications due
First year evaluations of tenure-track faculty due (February 20)
First year evaluations of non-tenure-track faculty due (February 20)
Third year review files close
Fall departmental schedules due in Registrar's Office
Admission events: Gustie for a Day and Scholarship Day
Write letters supporting department sabbatical requests to the Faculty Development Committee (due in

March)

Non-tenure-track searches are initiated

March

Evaluations of non-tenure-track faculty due (March 1)

Notification due to Provost's Office for faculty intending to retire the following year (March 1)

Sabbatical leave applications due

Tenure-track position requests due

Honors Day award information is due to the Provost's Office

January IEX and spring departmental schedules are due in the Registrar's Office

Course proposals due for new FTS courses

April

Nomination letters for promotion candidates due in Provost's Office

Fifth year evaluations of tenure-track faculty due (April 1)

SETs are administered the last two weeks of April (tenure, third-year review, promotion)

Admission event: Experience Gustavus

Nominations for faculty awards (i.e., teaching, service, scholarship) due April 15

Course proposals due for new IEX courses (for current faculty)

Receive authorization(s) for tenure-track searches

Tenure-track search meetings for departments/programs (if applicable)

May

PC Chair and Provost meet with tenure candidates and chairs to review the process

Academic Catalog revisions due in Registrar's Office

Nominees for fall departmental or program academic assistants due in Provost's Office

Nominations for endowed and/or annually funded scholarships due to Financial Aid Office

Admission event: Preview Gustavus

Academic Seniority – 10:7

1971 Ronald Rietz

1979 Stanley Shetka

1981 Mark Kruger

1983 Lawrence Wohl

1984 Denis Crnković

1985 Steven Mellema, Charles Niederriter, Brian O'Brien

1986 Paul Estenson, Gregory Kaster

1987 Barbara Fister, Michael Hvidsten

1988 Laurent Déchery, Lisa Heldke, Colleen Jacks, Daniel Mollner, Michele Rusinko

1989 Philip Bryant, Thomas Huber

1990 Mark Braun (1990-2007, 2011-), Eric Josef Carlson, Phillip Voight

1991 Christopher Gilbert, Michael Jorgensen, Paschal Kyoore

1992 Patricia Snapp, Bruce Van Duser

1993 Paul Saulnier

1994 Toshiyuki Sakuragi

1995 Jennifer Ackil, Gregory Aune, Cindy Johnson

1996 Richard Leitch, Margaret O'Connor

1997 John Cha, Debra Pitton, Amy Seham

1998 Michael Ferragamo, Scott Moore, Donald Myers, Marie Walker, Suzanne Wilson

1999 Pamela Kittelson
2000 Rebecca Fremo, Jillian Locke, Thomas LoFaro, Michelle Twait, Barbara Zust
2001 Eric Dugdale (on leave 2018-2021), Patricia English, Loramy Gerstbauer, Jon Grinnell, Elizabeth Jenner, Michele Koomen
2002 Aaron Banks, Jeffrey Dahlseid, Casey Elledge, Anna Hulseberg (2002-2007, 2008-), Jeffrey Jeremiason, Brenda Kelly, Matthew Panciera, Janine Wotton
2003 Margaret Bloch Qazi, Priscilla Briggs, Scott Bur, Mary Gaebler, San Skulrattanakulchai
2004 Yumiko Oshima-Ryan, Bonnie Reimann, Alisa Rosenthal, Esther Wang
2005 Thia Cooper, Katherine Knutson, Martin Lang, Karl Larson, Baker Lawley, Brandy Russell
2006 Sidonia Alenuma-Nimoh, Joel Carlin, Julie Gilbert, Maria Isabel Kalbermatten, Amanda Nienow (January 2007), Jeffrey Owen, Matthew Rasmussen (2006-2010, 2011-)
2007 Ana Adams, Seán Easton, Yurie Hong, Jeffery Jenson, Kristen Lowe, Micah Maatman, Henry MacCarthy, Mary McHugh (2004-05, 2007-), Heidi Meyer (February 2008), Daniel Moos, Melissa Rolnick, Sarah Ruble, Laura Triplett, Kathi Tunheim
2008 Kyle Chambers, Baili Chen, Sean Cobb, Katrina Imison, David Obermiller, Stephanie Otto, So Young Park, Lianying Shan, Dwight Stoll, Anna Versluis
2009 Julie Bartley, Blake Couey, Robert Kendrick, Justin Knoepfel, Glenn Kranking, Sun Hee Lee, Jessie Petricka, Amy Vizenor (2001-2003, 2009-)
2010 Angelique Dwyer, Lauren Hecht, Ruth Lu Lin, Kjerstin Moody, Valerie Walker
2011 Betsy Byers, Pamela Conners, Brandon Dean, Kathleen Keller, Karrin Meffert-Nelson, Lynnea Myers (on leave 2015-2019), Sheng-Ping Yang
2012 Joshua Brown, Kathy Lund Dean
2013 Marcia Bunge (1995-1997, 2013-), Kayla De Lorme, Yuta Kawarasaki, Ursula Lindqvist, Carlos Mejía Suárez, Jessica Stadick, Joaquín Villanueva, Louis Yu
2014 Lisa Dembouski, Annika Ericksen, Jeff La Frenierre, James Patrick Miller (2008-09, 2014-), Fuad Naeem, Marta Podemska-Mikluch, Darío Sánchez-González, David Stamps
2015 Laura Boehm Vock, Laura Burrack, Maddalena Marinari, Brookhart Shields, Jacob Siehler
2016 Lucie Holmgreen (January 2017), Hayley Russell, Shu-Ling Wang
2017 Vita Faychuk, Rory McFadden
2018 Samuel Kessler, Sharon Marquart (2015-16, 2018-)

Section Eleven – Hiring

Faculty Hiring Guidelines – 11:1

Faculty hiring guidelines (<https://gustavus.edu/provost/facultysearches/index.php>) are provided by the Office of the Provost in order to support you at different steps in the recruiting process. These resources touch on all aspects of the search, with an emphasis on creating an effective process and minimizing bias. Topics such as forming and leading a search committee, advertising positions, sourcing minority candidates, and evaluating applicants are covered.