

# Department Chair and Program Director Guide

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# Department Chair and Program Director Guide

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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

## 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](mailto:snowell@gustavus.edu) or 507-933-7541). 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>

## College Leadership – 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 Executive Leadership Team (XLT). The description of each person's specific responsibilities is given in the *Academic Catalog*, under "Administrative Organization."

### XLT Members

Title	Name	Phone	Email
President	Rebecca Bergman	7538	<a href="mailto:president@gustavus.edu">president@gustavus.edu</a>
Provost and Dean of the College	Brenda Kelly	7541	<a href="mailto:bkelly@gustavus.edu">bkelly@gustavus.edu</a>
Vice President for Enrollment Management	Kim Frisch	7683	<a href="mailto:kfrisch@gustavus.edu">kfrisch@gustavus.edu</a>
Vice President for Finance and Treasurer	Curt Kowaleski	7499	<a href="mailto:curtk@gustavus.edu">curtk@gustavus.edu</a>
Vice President for Mission, Strategy, and Innovation	Kathi Tunheim	7409	<a href="mailto:ktunheim@gustavus.edu">ktunheim@gustavus.edu</a>

## Office of the Provost – 1:4

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

### Provost's Office Staff

Title	Name	Phone	Email
Provost and Dean of the College	Brenda Kelly	7541	<a href="mailto:bkelly@gustavus.edu">bkelly@gustavus.edu</a>
Associate Provost and Dean of Academic Programs and Accreditation	Sarah Ruble	7541	<a href="mailto:sruble@gustavus.edu">sruble@gustavus.edu</a>

Title	Name	Phone	Email
Dean of Academic Analytics and Innovation	Kyle Chambers	7541	<a href="mailto:kchamber@gustavus.edu">kchamber@gustavus.edu</a>
Dean of Faculty Development	Pamela Conners	7541	<a href="mailto:pconners@gustavus.edu">pconners@gustavus.edu</a>
Executive Assistant to the Provost	Shanon Nowell	7541	<a href="mailto:snowell@gustavus.edu">snowell@gustavus.edu</a>
Administrative Assistant	Jennifer Harbo	6223	<a href="mailto:jharbo@gustavus.edu">jharbo@gustavus.edu</a>
Administrative Assistant	Karissa Winter	7675	<a href="mailto:krwinter@gustavus.edu">krwinter@gustavus.edu</a>

## Areas of Focus for Provost's Office Leadership Team

Please contact the appropriate Provost's Office leader associated with your particular question or need. If you do not know who to contact, we invite you to email [g-deans@gustavus.edu](mailto:g-deans@gustavus.edu) which will go to all three deans or you can use [provostoffice@gustavus.edu](mailto:provostoffice@gustavus.edu) to reach all members of the Provost's Office.

### Brenda Kelly

- Academic ceremonies and convocations (e.g., Commencement, Honors Day)
- College representative to the Upper Midwest Higher Education Recruitment Consortium (HERC)
- Endowed faculty positions
- Executive Leadership Team and President's Leadership Team responsibilities
- Faculty awards
- Hiring of (non-faculty) staff
- Reserve Officers' Training Corps (ROTC)
- Student Life
- Tenure and promotion review

### Sarah Ruble

- 9th semester free tuition program
- Assessment (course-, department-, program-level)
- Changes to the major/minor and new course proposals
- College-wide curricular programs
- Course scheduling submission review
- Department staffing request process (how to and possible strategies) (tenure-track, visiting/adjunct, continuing faculty)

- Personnel matters (i.e., retirement, VARO, leaves of absence, replacement faculty, overloads)
- Student concerns (i.e., academic dishonesty, student academic complaints, petitions, probations, retention)

## Kyle Chambers

- Academic department and program review processes
- Administrative assistant group liaison
- Analytic support for program planning and improvement; data and technology consultations for departments and programs
- Course scheduling process
- Equipment repair, acquisition, and replacement requests
- Faculty searches (e.g., process details, training, candidate interviews, and job offers)
- Field trip/course travel requests
- Innovation requests
- Research ethics, compliance, and safety
- Student conduct appeals

## Pamela Conners

- Academic advising
- Admission Liaison program
- Department Chair and Program Director development
- Diversity, equity, inclusion, and belonging initiatives
- Faculty development
- Faculty evaluation processes (e.g., process details and questions for annual, continuing faculty, third year, and post-tenure reviews)
- Faculty mentoring (new, early-career, mid-career, and senior faculty) and retention
- Faculty sabbaticals (process and development)
- Start up funds

## Faculty and Staff Administrative Reports

Members of the Provost's Office oversee administrative direct reports, collaborate with faculty who have part time administrative appointments, and work together with other offices who interface with the academic program.

### Administrative Reports

Academic Support Center 3

Career Development 3

### Provost's Office Representative

Sarah Ruble

Pamela Conners

## **Administrative Reports**

## **Provost's Office Representative**

Chemical Hygiene and Lab Safety Officer 2	Kyle Chambers
Chief Technology Officer 1	Brenda Kelly
College-wide curricular program directors 2 (i.e., Challenge Seminar; First Term Seminar; January Term; Summer Term; Writing Across the Curriculum)	Sarah Ruble
Gustie Cup Director 2	Kyle Chambers
Fellowships Advisor 2	Pamela Conners
Fine Arts Program Director 2	Sarah Ruble
First Year Research Experience Program Director 2	Kyle Chambers
Innovation Scholars Program Faculty Advisor 2	Pamela Conners
International and Cultural Education 3	Sarah Ruble
Institutional Research Director 2	Kyle Chambers
Johnson Center Director 2	Pamela Conners
Kendall Center Director 2	Sarah Ruble
Library Chair 2	Sarah Ruble
Lilly Fellows Faculty Representative 2	Sarah Ruble
MAYDAY! Director 2	Sarah Ruble
Nobel Conference Director 2	Brenda Kelly
Public Deliberation and Dialogue Director 2	Sarah Ruble
Research and Sponsored Programs Director 1	Brenda Kelly
Registrar 1	Sarah Ruble
Undergraduate Research, Scholarship, and Creativity Director 2	Pamela Conners
Writing Center Director 2	Sarah Ruble



1 Staff administrators, 2 Faculty serving in administrative roles, 3 Serving as liaison to an office outside of Academic Affairs

## Committee Assignments

Members of the Provost's Office serve on the following faculty and administrative committees. Faculty committee membership lists are available online at:

<https://gustavus.edu/facultybook/facultycommittees/>

Committee	Brenda	Sarah	Kyle	Pamela	Shanon
Academic Affairs Coordinating Council (AACC)*	X <sup>3</sup>	X <sup>3</sup>			X <sup>4</sup>
Academic Operations Committee (AOC)*			X <sup>3</sup>		
Adjudication Board*		X <sup>1,2</sup>			
Administrative Technology Advisory Committee (ATAC)			X <sup>2</sup>		
Benefit Advisory Committee	X <sup>5</sup>				
Bias Response Team		X <sup>2</sup>			
Board of Trustees - Shared Governance Committee	X <sup>2</sup>				
Board of Trustees - Strategy Committee	X <sup>2</sup>				
Board of Trustees Meetings - Academic Affairs Committee	X <sup>2</sup>	X <sup>4</sup>	X <sup>4</sup>	X <sup>4</sup>	X <sup>4</sup>
Board of Trustees Meetings - Institutional Mission Group	X <sup>2</sup>				X <sup>4</sup>
Capital Subcommittee					X <sup>2</sup>
College Accreditation Committee (HLC)	X <sup>1</sup>	X <sup>2</sup>			
Committee on Academic Standing		X <sup>2</sup>			

<b>Committee</b>	<b>Brenda</b>	<b>Sarah</b>	<b>Kyle</b>	<b>Pamela</b>	<b>Shanon</b>
Compensation, Budget, and Benefits Board	X <sup>4</sup>				
Curriculum Committee*		X <sup>2</sup>			
Diversity, Equity, and Inclusion Committee (DEIC)*				X <sup>3</sup>	
Executive Leadership Team (XLT)	X <sup>2</sup>				
Faculty Meetings	X <sup>1,2</sup>	X <sup>2</sup>	X <sup>2</sup>	X <sup>2</sup>	X <sup>4</sup>
Faculty Personnel Committee (PC)*	X <sup>3</sup>				X <sup>4</sup>
Faculty Senate*	X <sup>3</sup>				
Information Security Committee			X <sup>2</sup>		
Institutional Animal Care and Use Committee (IACUC)			X <sup>2</sup>		
Institutional Review Board (IRB)			X <sup>1,2</sup>		
Internal Budget Committee	X <sup>2</sup>				
President's Council on Indigenous Relations (PCIR)		X <sup>2,5</sup>			
President's Environmental Sustainability Council (PESC)				X <sup>2,5</sup>	
President's Leadership Team	X <sup>2</sup>				
Space Utilization Committee			X <sup>2</sup>		
Third-Year Review Subcommittee (TYR)*				X <sup>4</sup>	X <sup>4</sup>
Travel Safety Committee		X <sup>2</sup>			

1 Presider, 2 Voting member, 3 Non-voting member, 4 Attends by invitation, 5 Attends on an as-needed basis \* Standing faculty committee

## Administrative Support

The work of the Provost and Deans is supported by Shanon Nowell, Executive Assistant to the Provost, two Administrative Assistants, Jennifer Harbo and Karissa Winter. The appropriate administrative staff to whom many questions can be addressed are given below. If you aren't sure who can help with a particular question, email [provostoffice@gustavus.edu](mailto:provostoffice@gustavus.edu) to reach all members of the Provost's Office.

### **Shanon Nowell**

- Department and program reviews
- Faculty awards
- Faculty meetings
- Faculty reviews (e.g., tenure, promotion)
- Faculty searches
- Provost's calendar
- Retirement
- Sabbatical leaves
- Visiting scholar's apartment

### **Jennifer Harbo**

- Budgets
- Faculty letters of appointment
- Faculty-L
- Moving expenses
- Provost's Conference Room reservation
- Startup funds
- Reimbursement for search candidates and external evaluators

### **Karissa Winter**

- Academic departmental assistants
- Academic honesty
- Commencement
- Deans' Calendars
- Dean's List letters
- First Term Seminar
- Honors Day
- January Term
- Student concerns
- Three Crowns Curriculum

## 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/](https://gustavus.edu/registrar/six_year_calendar/).

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# Department Chair and Program Director Guide

## Section Two – The Role of the Department Chair

- [The Role of the Department Chair – 2:1](#)
- [The Role of the Program Director – 2:2](#)
- [Mandatory Reporting – 2:3](#)
- [Development Opportunities – 2:4](#)

### 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 (Julianne Watterson, [jwatter2@gustavus.edu](mailto:jwatter2@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 gender-based harassment, sexual harassment or sexual misconduct to you, please refer to them to Jacque Christensen ([jmchristensen@gustavus.edu](mailto:jmchristensen@gustavus.edu) or 507-933-6535), Director of Human Resources, or Julianne Watterson ([jwatter2@gustavus.edu](mailto:jwatter2@gustavus.edu) or 507-933-6360), Title IX Coordinator.

If an employee reports harassment or discrimination to you, please refer to them to Jacque Christensen ([jmchristensen@gustavus.edu](mailto:jmchristensen@gustavus.edu) or 507-933-6535) in Human Resources.

Please also refer to the Sexual Harassment and Sexual Misconduct Policy for additional information (<https://gustavus.edu/facultybook/allcollegepolicies/#con>).

## 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 national professional development workshops for department chairs and program directors.
2. Regular internal 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.

Development opportunities (internal and external) will be distributed to the Chair/Director email list, so be alert for those messages.

Please also reach out to Pamela Conners ([pconners@gustavus.edu](mailto:pconners@gustavus.edu) or 507-933-7541), Dean of Faculty Development, if you are interested in attending a national conference or if you would like a chair mentor.

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# Department Chair and Program Director Guide

## Section Three – Chair Approval Items and Budgets

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- [Course Approval – 3:2](#)
- [Lecture Series Funding Requests – 3:3](#)
- [Academic Assistantships – 3:4](#)
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- [Selling Inventory and Equipment – 3:6](#)
- [Course Scheduling and Staffing – 3:7](#)

### 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 Joaquin Villanueva ([jvillanu@gustavus.edu](mailto:jvillanu@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 Karissa Winter ([krwinter@gustavus.edu](mailto:krwinter@gustavus.edu) or 507-933-7675) 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 early fall, every department submits a non-personnel operating budget request for the upcoming fiscal year which begins June 1. This request includes educational supplies, expenses, printing and offices supplies, and major items of equipment, and student summer work. The budget request asks for definite allocations to cover both equipment and expendable items along with rationale. The Provost's Office team reviews departmental requests, requests additional information from departments, 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 late spring/early summer. It is the responsibility of the department budget manager to operate within these allocations and to monitor monthly charges on MyGustavus.

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.

### Printing

Campus printing is the responsibility of GTS (Gustavus Technology Services). GTS does not charge for printer paper; the paper cost is included in the print-per-click fees. Other paper (e.g., colored paper, legal sized, 11x18) can be purchased through the Print Services Office. Use the links below for paper orders:

- GTS (white 8.5 x 11 printer paper only): <https://gustavus.edu/printersupport/>
- Print Services (Web2Print): <https://copynetsolutions.com/Gustavus>

## Library Budgets

The major responsibility for ordering books, films, and music to garner and maintain adequate resources for their disciplines, within limits of available funds, rests with the respective departments. To achieve this goal, Chairs and Department Library Liaisons work together with the Library Faculty. February 15 is the deadline for making departmental orders for each fiscal year. Please be alert to messages from Library faculty members and Kate Sonsteby ([katesonsteby@gustavus.edu](mailto:katesonsteby@gustavus.edu) or 507-933-7560) regarding departmental acquisitions.

## 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/](http://www.gustavus.edu/kendallcenter/grant-opportunities/)

## Department Chair Stipends

Each department chair/program director receives additional compensation in the form of a stipend. This is paid out over the 9-month period of September through May. This stipend is paid as taxable income through payroll.

The conferral 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 granted, 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. The amount allocated to each department chair fund is reviewed on a regular basis (approximately every five years), in collaboration with appropriate faculty governance committees.

## Selling Inventory and Equipment – 3:6

If an academic department wishes to dispose of or sell items in their inventory, see the process below. (Note this does not apply to technology that is inventoried by GTS.)

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 Dean Kyle Chambers ([kchamber@gustavus.edu](mailto:kchamber@gustavus.edu) or 507-933-7541) to begin the process of approval and inventory control.

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 Dean Kyle Chambers ([kchamber@gustavus.edu](mailto:kchamber@gustavus.edu) or 507-933-7541).

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. 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 Research and Sponsored Programs Office, as appropriate.

## 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 each term (i.e., fall, January, spring). 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.

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Last modified: 14 September 2023 by [Shanon Nowell](#)

# Department Chair and Program Director Guide

## Section Four – Miscellaneous Policies

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- [Tuition-Free Ninth Semester Program – 4:21](#)

## 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/facultybook/allcollegepolicies/index.php#tre>

## 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](mailto: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, off-campus research) 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/travel.php#travel>

The form should be submitted at least 10 days in advance of the planned 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 Dean Sarah Ruble ([sruble@gustavus.edu](mailto:sruble@gustavus.edu)) 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 Provost's Office 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**

\$4,300 non-full-time faculty

\$4,300 full-time overload

### **Weekly Compensation Rate**

\$307.00

### **Per Class Compensation Rate**

\$77 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 3 or fewer courses for the year, 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 withholding.

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 = \$900 per semester
- Three days per week = \$700 per semester
- Two days per week = \$450 per semester
- One day per week = \$250 per semester

January Term is pro-rated at 4/15 (\$240), because it is less than four weeks long and thus involves fewer commutes.

The commuting stipend must be approved in advance by Dean Sarah Ruble ([sruble@gustavus.edu](mailto:sruble@gustavus.edu) or 507-933-7541).

## 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 \$1,000 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](mailto: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

Please note, this policy is under revision in consultation with the Finance Office, Provost's Office, and Research and Sponsored Programs. We anticipate the new policy will be posted before the 2023-24 academic year. Summer Student researcher pay rates are set by Research and Sponsored Programs annually. Rates account for increases in housing costs.

## January Term Fee Policy – 4:7

In most instances January Term 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 January Term budget by application to Dean Sarah Ruble ([sruble@gustavus.edu](mailto:sruble@gustavus.edu) or 507-933-7541). Classes that appear

regularly in January Term 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 January Term 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 January Term budget, it is sometimes necessary to charge fees to students for January Term course expenses. Such fees must be included in the course proposal. 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 (see the [Travel and Entertainment Policy](#))

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 Intent to Graduate Form – 4:8

The Intent to Graduate form is submitted by the student to the [Office of the Registrar](#). The department chair will receive a list of students who have completed the application and who are intending to graduate with the major. If a student requires any exemptions or substitutions for requirements, the changes must be noted on the Major/Minor Substitution form and submitted to the Registrar. The Office of the Registrar reviews each graduation candidate and checks for completion of residency, major/minor, general education, January Term, and total credit requirements. These forms should be submitted prior to the start of the Fall semester, one year prior to the expected graduation date. Students are not added to the graduation program or graduated with the major without completing the Intent to Graduate form.

# 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/allcollegepolicies/#Anchor-Th-32489>

## Office Assignment Policy – 4:10

### Regular Appointment Faculty

Faculty in tenured or tenure-track positions will, whenever possible, have individual offices. Individual office assignments will be made by the Department Chair in consultation with the department (or in Beck and Nobel Hall with the chair/director leadership group). If consensus cannot be reached, the Provost will make the office 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. Department chairs are expected to make office arrangements for visiting and adjunct faculty within their academic building, in consultation with the department and/or with the chair/director leadership group within an academic building. If space is not available within the building, contact Dean Kyle Chambers ([kchamber@gustavus.edu](mailto:kchamber@gustavus.edu) or 507-933-7541) regarding other possible office locations on campus. Faculty members on leave are expected to vacate their offices so that the office space is available for a visiting, special appointment, or part-time faculty member. Whenever possible, faculty from the same department will be assigned offices in the same building, but there may be exceptions. Vacant office space may not be converted to other use (e.g., workroom, student office) without Provost's Office approval, because these spaces may be needed for faculty or staff who require an office.

### Retired Faculty (Emeriti and Research Professors)

Faculty emeriti who have a teaching appointment will be provided office space using the criteria for part-time faculty. Retired faculty serving as Research Professors without teaching assignments may make a request for office space to Dean Kyle Chambers ([kchamber@gustavus.edu](mailto:kchamber@gustavus.edu) or 507-933-7541), although approval is not guaranteed. The dean may approve the use of office space in one-year increments if suitable space is available.

## 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. Interested parties should contact Dining Services.

## 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

When a chair is notified of an upcoming medical or parental leave, Dean Sarah Ruble ([sruble@gustavus.edu](mailto:sruble@gustavus.edu) or 507-933-7675) should be notified immediately so that the appropriate

leave request paperwork can be filed in the Provost's Office and with Human Resources.

## Parental Leave

The College Parental Leave Policy is available in the *All College Policies*, online at:

<https://gustavus.edu/facultybook/allcollegepolicies/#emp>

## Medical Leave

The College Family and Medical Leave Policy is available in the *All College Policies*, online at:

<https://gustavus.edu/facultybook/allcollegepolicies/#emp>

## 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 classes (fall, January, spring) should have 5 students enrolled in them regardless of their level.

The only exceptions to these principles 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 at least 3 weeks past the ending of the initial registration period, the Academic Dean will contact the department chair and the instructor of the course informing them of the possible low enrollment and providing options of how to proceed. If, two weeks after that date, a course does not have sufficient students, the chair will cancel the course (assuming no other solution has been developed with the dean). 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. NOTE: Faculty do not receive compensation for CBAs (course by arrangement) or independent studies at this time.

*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.

## Modality Requests - 4:15

As a residential, liberal arts college, Gustavus Adolphus College is committed to offering courses in-person during the regular semester. The Provost's Office recognizes, however, that exceptions to in-person instruction during the regular semester may need to be made in extraordinary circumstances. The following offers a guide for approving requests for online and hybrid modalities.

### Regular Semester Courses (Fall and Spring)

Courses taught by full-time faculty should be offered in-person with possible exceptions for:

- Hybrid courses (at least 50% in person)
  - Should not be offered by continuing, tenure-track, or tenured full-time faculty members for more than two consecutive semesters.
  - Should only be approved to be offered by non-tenure track faculty for more than two consecutive semesters under extraordinary circumstances.
- Synchronous online course segments (not a full course)
  - Should only be used when a faculty member cannot teach in-person or online due to an emergency situation and only in cases when an appropriate substitute cannot be used.
  - A segment is a period of time that is more than one contiguous week of class (e.g., online for two consecutive weeks of class or 6 class periods for a 3 day/week class)

Courses taught by part-time faculty may be offered as hybrid or synchronous online in cases where a faculty member who can teach in person is not available.

Courses that are taught within an academic program that has been formally approved as an online or hybrid program (i.e., Master-Athletic Training)

### January and Summer Term Courses

These courses may be offered in-person, hybrid, or online at the discretion of the Provost's Office owing to differing student preference regarding modality during these terms.

# Start-Up Fund Use Policy – 4:16

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 expenses must be directly related to scholarly/creative work and reasonable. All items purchased are property of the College.

For each college fiscal year (June 1–May 31), the Provost's Office allocates a portion of your total start-up funds, normally divided among your first two or three years on the tenure track. Unused start-up funds do not automatically roll over from one fiscal year into the next fiscal year. Start-up funds for a given fiscal year must be spent and items received by May 31. Start-up fund availability will not go beyond the end of the fiscal year associated with a faculty member's tenure candidacy.

Questions about allowable expenses, changing your annual allocation, or rolling over funds should be directed to Dean Pamela Conners ([pconners@gustavus.edu](mailto:pconners@gustavus.edu) or 507-933-7541).

## **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, in consultation with Gustavus Technology Services
- Books and video materials
- 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 wages, plus related benefits (e.g., FICA, worker's compensation)
- Gustavus student research assistant wages (academic year)
- Professional society memberships or attendance at trainings, workshops, or academic conferences in support of scholarly development

## **Start-up funds and employee separation:**

Start-up funds are designated to assist a new faculty member to build their research, scholarship, and creativity program at Gustavus Adolphus College. As a result, upon notice of an employee's resignation or separation from the College, 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 purchased with start-up funds remain with the College.

## Phased Retirement Option for Tenured Faculty (PRO) – 4:17

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 who meet the rule of 80 (i.e., who are at least 60 years of age and have completed 20 years of faculty service at Gustavus) are eligible to participate voluntarily in the Phased Retirement Option. At least ten years of service at Gustavus 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.<sup>1</sup>

## 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) – 4:18

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 Dean Sarah Ruble ([sruble@gustavus.edu](mailto:sruble@gustavus.edu) or 507-933-7541), faculty may 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.

## Weather-Related Closures – 4:19

From time to time, it may be necessary to cancel college activities when a potential weather-related threat is anticipated. The full Cancellation/Delay/Closure Policy is available online in the All-College Policies (<https://gustavus.edu/facultybook/allcollegepolicies/>).

## Gustavus Faculty Ombudsperson – 4:20

In order to satisfy an identified need for mentorship, guidance, and advocacy for Gustavus faculty, we have identified Professor Elizabeth Kubek, Associate Professor Dan Mollner, and Associate Professor Phillip Voight as faculty ombudspersons. Our ombudspersons are not meant to replace our new faculty mentoring program or mentoring that occurs within a department. Specifically, these individuals are meant to be a resource for times when faculty don't feel comfortable talking about an issue with a Dean, a departmental colleague, or a new faculty mentor. This is a resource for all faculty, but particularly for visiting, early-career, or for faculty members from minoritized groups, due to the unique challenges that they may encounter. Any faculty member who has a question or concern, would like a sounding board for an idea, or is facing a challenge, may reach out to one of

the ombudspersons. They will be happy to listen, think with faculty, explain processes, or assist in navigating a situation. Any conversations with Elizabeth, Dan, or Phillip Voight will be held in confidence or on a need-to-know basis, if the matter involves a risk for safety or a violation of College policy.

If you don't know Elizabeth, Dan, or Phil, all have been department chairs, have taught courses (including FTS), have held various roles in faculty governance and committees, have led and/or participated in faculty searches, and have great expertise in many of the systems at the College.

We hope that faculty see the benefit in this resource, even if you (as an individual) do not have a need to contact one of our ombudspersons.

## Tuition-Free Ninth Semester Program – 4:21

In Fall 2020, Gustavus announced a tuition-free ninth semester option for eligible students in response to the COVID-19 pandemic. Information regarding the program is available on the Registrar's website: <https://gustavus.edu/registrar/ninthsemester/>

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# Department Chair and Program Director Guide

## Section Five – Department Meetings and Interpersonal Communication

- [Department Meetings – 5:1](#)
- [Meeting Agendas – 5:2](#)
- [Template Documents – 5:3](#)

Easy and constructive communication within the department is an important indicator of department health. Are individuals comfortable coming to the chair for assistance with individual needs? Are they comfortable talking together about issues common to the department? Are they able to disagree but still come to an acceptable resolution? 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 should respectfully 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, lengthy 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](#)

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# Department Chair and Program Director Guide

## Section Six – Evaluation

- [Tenure-Track Faculty – 6:1](#)
- [Fixed Term and Part-Time Faculty – 6:2](#)
- [Continuing and Senior Continuing Faculty – 6:3](#)
- [Conflict of Interest Policy for Committee Membership – 6:4](#)
- [Guidelines for Classroom Observation – 6:5](#)
- [Faculty Evaluation Deadlines – 6:6](#)
- [Tenure and Promotion Process Guidelines – 6:7](#)
- [Student Reflection on Instruction \(SRI\) – 6:8](#)

### 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 pre-tenure 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](mailto:snowell@gustavus.edu) or 507-933-7541) to confirm.

- [First Year \(6-Year clock\)](#)
- [First Year \(4-Year clock\)](#)
- [Second Year](#)
- [Third Year](#)
- [Fourth Year](#)
- [Fifth Year](#)

### Fixed-Term and Part-Time Faculty – 6:2

Guidelines for Departmental Review and Support of Fixed-Term 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](mailto:snowell@gustavus.edu) or 507-933-7541) to confirm.

- [Faculty Performance Review Checklist](#)
- [Faculty Self-Reflection Form](#)
- [Classroom Observation Guide](#)
- [Classroom Observation Worksheet](#) (use is optional)
- [Faculty Performance Review Form](#)

## Continuing and Senior Continuing Faculty – 6:3

Guidelines for Departmental Review and Support of Continuing and Senior Continuing faculty can be found online in the *Faculty Handbook* (Section 2.1.2.3.1):

<http://www.gustavus.edu/facultybook/>

Continuing faculty requests are due annually each fall (normally at the end of October). If you have any questions about the request process, visit

<https://gustavus.edu/provost/facultysearches/cfsearch.php> or email Shanon Nowell ([snowell@gustavus.edu](mailto:snowell@gustavus.edu) or 507-933-7541) for more information.

## 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](mailto:snowell@gustavus.edu) or 507-933-7541) to confirm.

### Continuing Faculty (6-year clock)

- [First Year](#)
- [Second Year](#)
- [Third Year](#)
- [Fourth Year](#)
- [Fifth Year](#)
- [Sixth Year](#)

### Senior Continuing Faculty

- [Annual SCF Review Planning Sheet](#)
- [Annual SCF Self-Reflection Document](#)
- [Mid-Cycle SCF Review Planning Sheet](#)
- [Reappointment SCF Review Planning Sheet](#)

## Conflict of Interest Policy for Committee Membership – 6:4

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

<https://gustavus.edu/facultybook/allcollegetpolicies/#coi>

## 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 (6-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: February 15 (informal letter of continuation)
- Fifth Year: April 1 (regular review process)
- Sixth Year: April 1 (process coordinated by the CFRC)

### **Senior Continuing Faculty (6-year cycle)**

- First Year: Due April 1 (self-reflection and chair response submitted to the Provost)

- Second Year: Due April 1 (self-reflection and chair response submitted to the Provost)
- Third Year: May 1 (follows the process for Mid-cycle Review)
- Fourth Year: Due April 1 (self-reflection and chair response submitted to the Provost)
- Fifth Year: Due April 1 (self-reflection and chair response submitted to the Provost)
- Every 6 Years Due April 1 (follows the process for Reappointment Review)

### **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. Department chairs will receive a prompt regarding SRI administration from the Provost's Office. Do not disregard this important notice, containing relevant information and dates.

The chair should consult with the reviewee regarding selection of colleagues to write solicited letters one or two semesters prior to dossier submission (e.g., if the review is in Fall 2023, selection of solicited letter writers should take place in Fall 2022 or Spring 2023). After consultation with the Chair, the candidate (or the chair) will request solicited letters from TWO Gustavus colleagues outside the department, and TWO professional colleagues at other institutions.

The chair should 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 ([snowell@gustavus.edu](mailto:snowell@gustavus.edu)) or 507-933-7541). The chair should 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. These reminders should begin during the semester prior to dossier submission (i.e., Fall 2022 for a Spring 2023 promotion candidate). 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.

Department chairs and candidates are invited to an informational meeting about tenure and promotion processes in the semester prior to their review.

## Student Reflection on Instruction (SRI) – 6:8

Per *Faculty Handbook* 2.3.7, faculty are responsible for evaluating the effectiveness of their teaching for each course, each semester. For this purpose, Gustavus provides the Student Reflection on Instruction (SRI) instrument. SRI information is available on the [All-Faculty Resources Moodle site](#).

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# Department Chair and Program Director Guide

## Section Seven – Program Assessment of Student Learning

- Program Assessment of Student Learning – 7:1
- Ongoing Assessment Activities – 7:2

### Program Assessment of Student Learning– 7:1

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. However, 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 has developed an Assessment Plan. These plans describe each department's desired student learning outcomes (SLOs), curricular maps, assessment measures to be carried out, methods of interpretation and reporting of data, and a timeline for the assessment of the SLOs. Departments should annually review their assessment plan to affirm 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. Thus, a department should "close" the assessment loop and make changes to the program, if SLOs are not being achieved.
- 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. The annual assessment report on the previous academic year is due on October 15.

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

- **Faculty Assessment Director:** communicates 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](mailto:sruble@gustavus.edu) or 507-933-7541).
- **Alumni Office:** provides addresses of graduates for a survey (majors and/or minors); contact Teri Bauman ([tbauman@gustavus.edu](mailto:tbauman@gustavus.edu) or 507-933-7516).
- **Academic Data Scientist:** to discuss survey instruments and review instrument design; contact Kyle Chambers ([kchamber@gustavus.edu](mailto:kchamber@gustavus.edu) or 507-933-7541).
- **General Education Director:** Sarah Ruble ([sruble@gustavus.edu](mailto:sruble@gustavus.edu) or 507-933-7675)

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# Department Chair and Program Director Guide

## Section Eight – Review of Academic Departments and Programs

- [Purpose of the Review – 8:1](#)
- [Process – 8:2](#)
  - [Stage 1: Data Gathering \(Office of the Provost\)](#)
  - [Stage 2, Part 1: Generating the Narrative \(Department/Program\)](#)
  - [Stage 2, Part 2: Selecting External Evaluators \(Department/Program\)](#)
  - [Stage 3: Opportunity Analysis \(Office of the Provost and the Department/Program\)](#)
  - [Stage 4: Summary Report \(Office of the Provost\)](#)
- [External Evaluator Logistical Details – 8:3](#)
- [External Review Check List and Timeline – 8:4](#)
- [Sample Schedule for External Evaluators – 8:5](#)

### 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 challenges 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 major findings/recommendations of the external evaluator (if appropriate)?
- 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 ideally be shared with the department/program by the end of the spring semester, but the timing will depend upon the timing of stages 1-3 of the process.

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.<sup>[1]</sup>

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."

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[1] These deadlines will be adjusted appropriately depending upon the timing of the previous steps of the review. A department/program will have at least one month to respond to the Provost's Office recommendations, and the other following dates will be adjusted appropriately.

## 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 April 30. 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 formal 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

*Note: The external evaluation may occur in person or fully remotely; please consult with your Dean about the pros and cons of an on-campus or virtual visit. The section below refers to an in-person campus visit.*

It is the responsibility of the Department Chair/Program Director to collaborate with the selected evaluators to identify possible dates for the campus visit, which typically happens in February or March. Once the chair has identified potential date options, they should contact Karissa Winter ([krwinter@gustavus.edu](mailto:krwinter@gustavus.edu) or 507-933-7675) to confirm the availability of the Deans and Provost.

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

Evaluators should book their own flights. However, upon request the department chair or administrative assistant can also book flights for the evaluators using a college credit card. If tickets are more than \$600, please contact Shanon Nowell ([snowell@gustavus.edu](mailto:snowell@gustavus.edu) or x7541) for pre-approval. Copies of all receipts need to be submitted to Jennifer Harbo ([jharbo@gustavus.edu](mailto:jharbo@gustavus.edu) or 507-933-6223).

Evaluators should be picked up from the airport or take Land to Air Express ([www.landtoairexpress.com](http://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](mailto:guesthouse@gustavus.edu) or 507-933-7001) 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) \*normally off-campus
- Receptions: Limited to one during the on-campus visit (\$75 per reception)
- Alcoholic beverages with meals are permitted and will be reimbursed, but are limited to one per individual and are included within the \$35 maximum per person

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 Jennifer Harbo ([jharbo@gustavus.edu](mailto:jharbo@gustavus.edu) or 507-933-6223) in the Provost's Office.

## **Evaluator Reimbursement**

Evaluators will be asked to sign a form that provides the information we need in order to reimburse them for expenses; this will be shared by Jennifer Harbo via SignNow (or similar electronic signature program). Evaluators 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 receive approval of these costs in advance with the Provost's Office.

## **Schedule/Coordinate Visit**

Approximately two weeks prior to the on-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 Karissa Winter, Administrative Assistant ([krwinter@gustavus.edu](mailto:krwinter@gustavus.edu) or 507-933-7675), to determine appointment times for the evaluators to meet with the Provost and Dean.

## **Payment**

The Provost's Office is 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 and Timeline – 8:4

*Please note: The example 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 2021	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 April 30 and approved by September 1.
Summer/Early Fall 2021	Provost's Office	<b>Stage 1: Data Gathering</b> The Provost's Office will collect materials associated with stage one of the process and share with the department by September 15.
Fall 2021	Department/Program	<b>Stage 2, Part 1: Generate Narrative</b> The Department/Program will generate materials associated with stage two, as well as any additional materials relevant for the external evaluators.
Fall 2021	Department/Program	The Chair/Director works with evaluators to identify possible review dates, and then contacts Karissa Winter

When?	Who?	What?
		( <a href="mailto:krwinter@gustavus.edu">krwinter@gustavus.edu</a> or x7675) in the Provost's Office to confirm the dates of the visit and to schedule the evaluators' appointments with the Provost and Dean.
Fall 2021/January 2022	Department/Program	The Department will send the Provost's Office a copy of the materials for the external evaluators five weeks before the visit (if appropriate).
Fall 2021/January 2022	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; if appropriate).
December 2021/January 2022	Department/Program	The Chair/Director makes travel and lodging arrangements for the evaluators.
December 2021/January 2022	Department/Program	The Chair/Director arranges the itinerary for the external evaluators visit.
February/March 2022	External Evaluators	<b>Stage 2, Part 2: External Evaluator On-Campus Visit</b>
March/Early April 2022	External Evaluators	The external evaluator report is submitted to the Provost's Office.
April 2022	Provost's Office and Department/Program	An agenda for the Stage 3 meeting is generated (Provost's Office/Department).
April 2022	Provost's Office and Department/Program	<b>Stage 3: Opportunity Analysis</b> The Department/Program and Provost's Office

When?	Who?	What?
		will meet to carry out stage three of the process; minutes from the meeting will be taken and provided to the Department/Program
May 2022	Provost's Office	<b>Stage 4: Review Report</b> 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, February 10

- 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, February 11

- 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, February 12

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

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Last modified: 2 September 2021, by [Shanon Nowell](#)



# Department Chair and Program Director Guide

## Section Nine – Support Staff Wage and Hour Guidelines

- [Working Hours and Schedule – 9:1](#)
- [Meal Breaks and Rest Periods – 9:2](#)
- [Timekeeping Procedures – 9:3](#)
- [Overtime for Support Staff – 9:4](#)

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/Gustavus\\_Staff\\_Handbook\\_12\\_07\\_2022.pdf](https://gustavus.edu/humanresources/concertFiles/media/Gustavus_Staff_Handbook_12_07_2022.pdf)

### Working Hours and Schedule – 9:1

Gustavus Adolphus College normally is open for business from 8:00 a.m. to 4:45 p.m., Monday through Friday.

Staff will be assigned a work schedule and will be expected to begin and end work according to the schedule. To accommodate the needs of the College, at some point Gustavus Adolphus College may need to change individual work schedules on either a short-term or long-term basis.

Non-exempt staff will be provided meal and rest periods as required by law.

### 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.

### Timekeeping Procedures – 9:3

Staff must record their actual time worked for payroll and benefit purposes. Non-exempt staff must record the time work begins and ends, as well as the beginning and ending time of any departure from work for any nonwork-related reason, on forms as prescribed by management.

Altering, falsifying or tampering with time records is prohibited and subjects the staff to discipline, up to and including discharge.

Exempt staff are required to report full and half days of absence from work for personal time away.

Non-exempt staff may not start work until their scheduled starting time.

It is the staff's responsibility to enter time records to certify the accuracy of all time recorded. Any errors in the time record should be reported immediately to a supervisor, who will attempt to correct legitimate errors.

*The Department Chair or Program Director designated as staff supervisor must approve time cards by 12:00 pm on Monday. **Be alert to email reminders regarding this important task.** If approval does not happen on time, the supervisor will need to visit the Payroll Office to sign off on a hard-copy timecard. If you anticipate that you will not be able to approve the timecard on time, please contact Renae Stierlen ([rstierle@gustavus.edu](mailto:rstierle@gustavus.edu) or x6314) as soon as possible.*

## Overtime for Support Staff – 9:4

Gustavus Adolphus College experiences periods of extremely high activity. During these busy periods, additional work is required from all of us. Supervisors are responsible for monitoring activity and requesting overtime work if it is necessary. Effort will be made to provide staff with adequate advance notice in such situations.

Any non-exempt staff who works overtime will be compensated at the rate of one and one-half times (1.5) their normal hourly wage for all time worked in excess of 40 hours each week, unless otherwise required by law.

**Staff may work overtime only with prior management authorization.**

For purposes of calculating overtime for non-exempt staff, the workweek begins at 12 a.m. on Saturday and ends 168 hours later at 12 a.m. on the following Saturday.

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# Department Chair and Program Director Guide

## Section Ten - General Information

- [Insurance – 10:1](#)
- [Parking and Traffic Information – 10:2](#)
- [Student Entry into Locked Academic Areas – 10:3](#)
- [Academic Calendar and the Common Meeting Time – 10:4](#)
- [Supporting January Term Only Faculty/Staff – 10:5](#)
- [Reporting Grades and Attendance – 10:6](#)
- [Calendar of Tasks for Department Chairs – 10:7](#)
- [Academic Seniority – 10:8](#)

### Insurance – 10:1

Gustavus carries liability, property, and automobile insurance. Accidents should be reported to Curt Kowaleski ([curtk@gustavus.edu](mailto:curtk@gustavus.edu) or 507-933-7499), 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: <https://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, the student must be issued a gold-colored Permission for Admittance pass. (Limited access may be appropriate for a variety of reasons, including valuable equipment, dangerous materials, etc. or for after-hours access.) Whatever the reason, it is helpful for Campus Safety to follow a standardized procedure in granting student access. Faculty members must complete the [permission request form](#) to request this access.

Faculty members may only issue passes for rooms within their own areas of responsibility. Multiple-room access will require multiple passes. Permission passes cannot be issued for computer labs

for which Technology Services is responsible. GTS requires a Lab Monitor be present after hours.

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 and the Common Meeting Time – 10:4

### Academic Calendar Structure

Revised by faculty action 3/22/2001, 3/20/2002, 10/25/2006, 9/23/2016, 5/17/2019, 10/14/2022

- New Student Orientation is the Friday, Saturday, and Sunday before Fall classes start.
- Fall classes begin on the Tuesday following Labor Day.
- Registration deadline is the 10th day of classes.
- Nobel Conference is generally the 1st Tuesday and Wednesday of October.
- First half finals are the Friday of the 7th week of classes.
- Fall Break is Monday and Tuesday of the 8th week (include weekend before).
- Midterm grades are due the Wednesday after First half finals.
- Modified class day schedule on Election Day (on the Tuesday after the first Monday in November).
- Withdraw deadline is the end of the 10th week.
- January Term registration is last week in October or first week in November for 4 days.
  - Registration priorities are as follows: 1) YCR4 - Returning Seniors, 2) YCR3 - Juniors, 3) YCR2 - Sophomores, 4) YCR 1 - First Years.
- Spring registration is one week after January Term registration for 10 days.
  - Registration priorities are as follows: 1) YCR4 - Returning Seniors, 2) YCR3 - Juniors, 3) YCR2 - Sophomores, 4) YCR 1 - First Years.
- Thanksgiving break includes the Wednesday before Thanksgiving.
- Each semester has at least 14 weeks, including at least 66 class days but not more than 70. (Use this to plan the final class day.)
- Reading day is the day after the final class day.
- Final exams are the next 3 days after Reading day (there are no final exams on Sunday).
- Semester ends on the last day of final exams.

- Grades are due 5 business days after the semester ends. The only exception is senior grades in Spring which are due the day after the end of the semester at noon.
- Each semester (Fall and Spring) has at least 14 weeks, including at least 66 class days but not more than 70. (Use this to plan the final class day.)
- January Term is 17 to 18 class days and begins no earlier than January 3.
- Modified class day schedule on Martin Luther King Jr. Day (the 3rd Monday in January).
- A travel/touring period of 7 to 9 days separates January Term and Spring Semester.
- A one-week Spring Break separates the halves of the Spring Semester:
  - Whenever Easter does not occur during the Spring Break, Good Friday is the Easter recess.
  - Whenever the end of Spring Break falls within one week of Easter Recess, the 2 shall be combined.
- Modified class day schedule for the MAYDAY! Peace Conference (on the Wednesday closest to May 1).
- Fall registration is the third week in April for 10 days.
  - Registration priorities are as follows: 1) YCR4 - Returning Seniors, 2) YCR3 - Juniors, 3) YCR2 - Sophomores, 4) YCR 1 - First Years.
- June Term registration is the second week in March through the Friday before commencement.
  - All students are permitted to register during the entirety of the registration period.
- Honors Day is the 1st Saturday in May.
- Commencement is the Saturday following final exams for the Spring Semester.
- Each semester (Fall and Spring) has at least 14 weeks, including at least 66 class days but not more than 70. (Use this to plan the final class day.)

## Common Meeting Time

During the academic year, each Friday 2:30-4:30 p.m. has been set aside as the Common Meeting Time (<https://gustavus.edu/committees/FacultyCommittees.php>). This time is reserved for scheduling meeting times for faculty committees, and may also be used for scheduling college-wide or faculty colloquia. The common meeting time is set each spring by through consultation by the Provost's Office and the Academic Affairs Coordinating Council (AACC).

## Supporting January Term Only Faculty/Staff – 10:5

Our community and students benefit greatly from part-time faculty and staff who teach during January Term. Please be aware of the following guidelines regarding part-time faculty members or Gustavus staff teaching in January. If the department chair/program director will be unavailable in January (e.g., they are teaching a study abroad course or if they will be away from campus doing

off-site scholarly or creative work), this important work should be delegated to an appropriate tenured departmental colleague.

## January-Only Faculty

1. Professional Qualifications: Individuals hired to teach in January should have appropriate credentialing and/or experience required to teach the course.
2. Department Chair Duties: The department chair/program director will be a resource for all matters related to teaching, including evaluation, using Moodle, Handshake, WebAdvisor, and any other additional questions that may arise regarding the Honor Code, grading, course policies, etc. Department chairs should request and review the course syllabus; assist in the administration of SRIs; conduct a classroom observation; meet with the faculty member to discuss the evaluation; and write a formal letter of evaluation which will be shared with the Provost's Office for the file of the faculty member.

## Gustavus Staff Teaching in January

A staff policy is currently in development and will be reviewed by the Faculty Senate and administration in 2023-24.

1. Departmental Affiliation: Any staff member wishing to teach in January will need to request an academic department chair to sponsor them as a faculty member of the department for the month of January, even if the course is designated NDL (non-departmental). Any staff member appointed to teach in January must be associated with an academic department in order for a course to receive academic credit.
2. Professional Qualifications: Staff members teaching in January should have appropriate credentialing and/or experience required to teach the course.
3. Supervisor Approval: According to the Faculty Handbook, Appendix C "When staff members whose job descriptions do not include teaching offer noncredit courses in January term, it should be with the approval of their supervisor and division head/VP, with consideration of whether the staff member could perform their normal duties and have the time to assume the instructional role. The teaching should neither be an extra task for additional compensation, nor should it be volunteer work above and beyond the normal work hours of the staff member."
4. Department Chair Duties: The department chair who accepts this invitation and adopts the staff member as one of their faculty for the month of January will be a resource for all matters related to teaching, including evaluation, using Moodle, Handshake, My Gustavus, and any other additional questions that may arise regarding the Honor Code, grading, course policies, etc. Just as the department chair would do for the review of any other NTT faculty, department chairs should request and review the course syllabus; assist in the administration of SRIs; conduct a classroom observation; meet with the faculty member to discuss the evaluation; and write a formal letter of evaluation which will be shared with the Provost's Office for the file of the faculty member.

## Reporting Grades and Attendance – 10:6

**Final Grades:** Faculty policy requires that mid-term and final grades be reported for all students via the the grading screens in [MyGustavus](#) within the published time lines of the academic calendar ([https://gustavus.edu/registrar/six\\_year\\_calendar/](https://gustavus.edu/registrar/six_year_calendar/)). The options for A-F grading are available for most courses, with Pass/Fail available in select circumstances.

**Day 11 Reporting:** The course drop/add period of the semester runs for ten business days. On day 11, course rosters and student status are finalized. For the purposes of federal financial aid reporting, we ask that faculty report any student who has not attended class, yet still remains on your official course roster on day 11 of the semester, to the Registrar ([dmschloesser@gustavus.edu](mailto:dmschloesser@gustavus.edu) ).

## Calendar of Tasks for Department Chairs – 10:7

Please note that this calendar is not intended to be comprehensive or duplicative of information available in the academic calendar ([https://gustavus.edu/registrar/six\\_year\\_calendar/](https://gustavus.edu/registrar/six_year_calendar/)). Course proposal deadlines are available on the Curriculum Committee website (<https://gustavus.edu/committees/curriculum/>).

If you have faculty candidates up for tenure, promotion, third year review, or continuing faculty review, please see [Section 6](#). Tenure-track search schedules/timelines are outlined in detail online at: <https://gustavus.edu/provost/facultysearches/>.

### Ongoing

- Monitor department budget expenditures
- Class visits for probationary faculty
- Assessment activities (with PAL)
- 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
- Regular meetings with the dean
- Maintain staffing and scheduling

### June

- New chair assumes duties

Departmental annual reports are due to the Provost's Office (led by previous year chair)  
Inform the Registrar's Office of courses from incoming faculty  
Close out departmental budget

## **August**

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

## **September**

Tenure review files close  
Continuing Faculty review files close  
Budget module/packets are distributed for the following fiscal year  
Departmental budget proposals are due to the Finance Office  
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 Term course proposals for approval (as needed)  
Submit finalized January and Spring departmental schedules to the Registrar's Office  
Collect course syllabi from department faculty  
Course proposals due for new January and spring semester courses  
Continuing Faculty requests due

## **October**

Provost's Office sends out staffing request/planning information for following academic year  
Begin planning for pre-tenure and non-tenure-track faculty reviews  
Assessment report due to the Assessment Director (department PAL writes the report)  
Attend budget manager training  
Admission events: Explore Gustavus

## **November**

Second year evaluations of tenure-track faculty due (November 15)  
SRIs are administered the first two weeks of November (tenure, third-year review, promotion, CF)  
Staffing/course planning information (for following academic year) due to Provost's Office  
Innovation request (for following academic year) due to the Provost's Office  
Admission events: Scholarship Days

## **December**

Nominees for spring departmental or program academic assistants are due to the Provost's Office  
Receive notice regarding non-tenure-track staffing for the following academic year (may happen in



January)

Admission events: FIKA

## **January**

Course proposals due for new fall semester courses

Pre-proposal requests for new or revised majors/minors/programs that require significant institutional resources are due

Receive notice regarding non-tenure-track staffing for the following academic year (may happen in December)

Orientation and review of January Term only faculty

Tenure-track position requests due (January 15)

Admission events: Discover Gustavus, Picture Yourself at Gustavus, and FIKA

## **February**

Promotion files close

Nomination letters for promotion candidates due in Provost's Office

First year evaluations of tenure-track faculty due (February 15)

Third year review files close

Submit Fall and January departmental schedules to the Registrar's Office

Write letters supporting department sabbatical requests to the Faculty Development Committee (due in March)

Non-tenure-track searches are initiated

Admission events: Be a Gustie, Scholarship Day, and FIKA

## **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

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

Course proposals due for new FTS courses

New chair elections

Department endowed faculty nominations due to the dean

Receive authorization(s) for tenure-track searches (or early April)

Admission events: Admitted Student Days

## **April**

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

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

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

Course proposals due for new January Term courses (as needed)

Close out NTT searches

Information meeting for department/programs undergoing review in the following year

Admission events: Admitted Student Days

## **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

Evaluation of departmental administrative assistants (look for prompts from HR)

Admission events: Junior Day

## **Academic Seniority – 10:8**

Tenure-line faculty listed by year of hire:

**1979** Stanley Shetka

**1985** Steven Mellema, Brian O'Brien

**1986** Paul Estenson, Gregory Kaster

**1988** Lisa Heldke, Daniel Mollner

**1989** Philip Bryant, Thomas Huber

**1990** Mark Braun (1990-2007, 2011-), Phillip Voight

**1991** Christopher Gilbert, Paschal Kyoore

**1992** Patricia Snapp

**1993** Paul Saulnier

**1994** Toshiyuki Sakuragi

**1995** Jennifer Ackil

**1996** Richard Leitch, Margaret O'Connor

**1997** John Cha

**1998** Scott Moore, Marie Walker, Suzanne Wilson

**1999** Pamela Kittelson

**2000** Rebecca Fremo, Jillian Locke, Thomas LoFaro, Michelle Twait

**2001** Patricia English, Loramy Gerstbauer, Jon Grinnell

**2002** Aaron Banks, Jeffrey Dahlseid, Casey Elledge, Anna Hulseberg (2002-2007, 2008-), Jeffrey Jeremiason, Brenda Kelly, Matthew Panciera

**2003** Margaret Bloch Qazi, Priscilla Briggs, Scott Bur, Mary Gaebler, San Skulrattanakulchai

**2004** Yumiko Oshima-Ryan, Bonnie Reimann, Esther Wang

**2005** Thia Cooper, Katherine Knutson, Martin Lang, Karl Larson, Brandy Russell

**2006** 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, Henry MacCarthy, Mary

McHugh (2004-05, 2007-), Heidi Meyer (February 2008), Daniel Moos, Melissa Rolnick, Sarah Ruble, Laura Triplett

**2008** Kyle Chambers, Baili Chen, Sean Cobb, Katrina Imison, David Obermiller, Stephanie Otto, So Young Park, Lianying Shan, Dwight Stoll, Mary Westby, Anna Versluis

**2009** Julie Bartley, Blake Couey, Robert Kendrick, Justin Knoepfel, Glenn Kranking, Sun Hee Lee, Amy Vizenor (2001-2003, 2009-)

**2010** Angelique Dwyer, Lauren Hecht, Kjerstin Moody, Valerie Walker

**2011** Betsy Byers, Pamela Conners, Brandon Dean, Kathleen Keller, Karrin Meffert-Nelson, Sheng-Ping Yang

**2012** Joshua Brown, Kathy Lund Dean, Sarah Wolter (2005-2009, 2012-)

**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, Jeff La Frenierre, James Patrick Miller (2008-09, 2014-), Marta Podemska-Mikluch, Darío Sánchez-González, David Stamps

**2015** Laura Burrack, Maddalena Marinari, Jacob Siehler

**2016** Lucie Holmgreen (January 2017), Hayley Russell, Shu-Ling Wang

**2017** Vita Faychuk (on leave 2021-22)

**2018** Samuel Kessler, Sharon Marquart (2015-16, 2018-)

**2019** Jillian Downey, Tiffany Grobelski, Patrick Heath, Elizabeth Kubek, Angelika Loefgren

**2020** Jon Gill, Laura Hildreth, Katherine Leehy, Lisa Ortmann, Colleen Stockmann

**2021** Katelyn Aguilar, Hagar Attia, Séverine Bates (2013-14, Spring 2021), Ella Burnham, Jane Frandsen, Martha Ndakalako-Bannikov

**2022** Sarah Lahasky, Romina Peña-Pincheira, Lai Sze Tso

**2023** Jaren Crist, Dongji Feng, Rachel Flynn (2018-2020, 2023-), Samuel Piccolo, Guarionex Salivia, Lindsay Webster

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# Department Chair and Program Director Guide

## Section Eleven – Hiring

### Faculty Hiring Guidelines – 11:1

Faculty hiring guidelines (<https://gustavus.edu/provost/facultysearches/>) 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. The guidelines are reviewed and modified each year in consultation with select faculty members and staff with expertise in diversity, equity, and inclusion, as well as our Human Resources team.

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