COLLEGE OF SCIENCES & HUMANITIES
DEPARTMENT CHAIR HANDBOOK

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8/26/16
INTRODUCTION

This handbook is designed to provide an introductory overview of the department chairperson position to help a faculty member who enters the position with limited administrative experience. The chairperson position is complex and faculty members who remain in the position must be both capable faculty members and skilled academic administrators. This Handbook provides fundamental information to begin developing the administrative skills needed by a department chair.

Department Chair Position Description
The chairperson of an academic department is the chief executive of the department. The chairperson plans, directs, and coordinates the academic, operational, personnel, budgetary, and student activities of the department. The chairperson provides leadership and direction in the development and implementation of academic programs and in the maintenance of excellence in teaching, scholarly productivity/creative endeavor, and professional service. The chairperson is also a faculty member engaged in teaching and scholarship. This presents a challenging situation.

The following are characteristic duties and responsibilities of the department chairperson:

1. Serve as the department’s primary spokesperson and representative to the college, university, and external community.
2. Provide leadership in the development and evaluation of academic programs and curriculum within the department.
3. In cooperation with the faculty, engage in short and long range planning for the department.
4. Act as fiscal agent for the department and allocate funds and resources in a manner designed to achieve excellence.
5. Be responsible for assignment and scheduling of department courses and faculty members.
6. Be responsible for hiring, supervising, and evaluation of non-faculty employees of the department.
7. Be responsible for recruitment and retention of excellent faculty.
8. Be responsible for all matters relating to appointment, evaluation, promotion, and tenure of faculty members, within the guidelines adopted by the department, college, and university.
9. Administer the departmental evaluation policies concerning teaching, scholarly productivity and creative endeavor, and professional service.
10. Act as an advocate for productive faculty members in matters concerning promotion, tenure, special assigned leaves, released time, etc.
11. Encourage and assist faculty members in maintaining and renewing their academic and scholarly credentials.
12. Be responsible for continuous evaluation of the level and rigor of material presented to, and required of, students.
13. Supervise departmental advising.
14. Provide day-to-day supervision of the department, including but not limited, to the following:
   a. establishment of appropriate office and conference hours by all teaching faculty
   b. supervision of departmental appeal/reconsideration procedures
   c. supervision of departmental meetings
   d. supervision of departmental committee structure and assignments
16. Teach as required by departmental needs.
17. Engage in scholarly or creative endeavor and professional service.
To be an effective chair requires effective communications and there are several places this must be done. Department meetings are opportunities to disseminate information, exchange ideas, learn about department sentiment, solve problems, and plan for the future. **Clear agendas should be prepared for each meeting** and chairs should use these occasions to solicit departmental feedback to her/his ideas and those coming from other areas of the university. Minutes from these meetings should be taken, approved, and maintained in the department office.

It is the chair’s responsibility to keep the dean informed about important departmental issues and situations. It is also the chair’s responsibility to keep faculty informed about the dean’s hopes and aspirations for the department and her/his expectations for the quantity and quality of work necessary for achieving promotion and tenure, and for salary increases.

The department chair serves as departmental representative. In this capacity the chair should present her/his faculty’s sentiments and recommendations in a fair and accurate manner. However, faculty should not expect their department chair to abdicate her/his own voice in matters pertaining to the department. Deans expect chairs to express their independent opinions on departmental issues even when these opinions are not shared by all faculty. Chairs also represent their departments at a variety of college and university functions. It is important they attend as many of these events as possible to give the department visibility and to contribute ideas representing the thoughts and values of the department.

**Department Chair Academic Load and Schedule**

The usual academic load for a department chair is 6 hrs. for administration, 3 hrs. for teaching, and 3 hrs. for scholarship each semester. There is also a teaching expectation for the summer unless more than 6 hrs. of teaching is done during the academic year or there is an exception made by the Dean.

The department chair position is for 12 months (fiscal year). The chair is expected to work each day the university is open unless sick or on vacation (in which case sick days or vacation days must be taken). Department chairs have 24 vacation days for the fiscal year. **When a department chair is away from the office for more than a day**, an acting department chair should be appointed by the department chair and the dean’s office informed.

**Department Chair Evaluations**

Department Chair Evaluations will occur on a cycle determined by the Dean. The Office of Institutional Effectiveness is developing this evaluation with input from the Dean’s Office. The cycle of evaluations and the evaluation process will be announced in the fall semester.

**Department Chair Salary/Merit Review**

1. Chair Salary/Merit Review will occur annually and will be due in the Dean’s Office the last Friday of March of each academic year.

2. The College of Sciences and Humanities Dean’s Salary Subunit Salary Plan, which includes the criteria for review, can be found in Attachment A.

**Department Chair Elections**

The first step for electing a department chair is to invite the Dean to a meeting with all regular faculty members of the department. At this meeting the following items will be discussed:

1. Should external candidates be considered (this can occur only if a regular faculty slot will be open and the Dean approves of such a consideration)?
2. The faculty electorate will consist of the regular faculty members of the department and, by invitation of a majority of the regular faculty, the department’s full-time contract faculty members.

3. When external candidates might be considered, the faculty electorate will determine by simple majority vote whether the position will also be open to candidates already in the department.

4. Faculty (with input from the dean) will determine the qualifications for the department chair position.

5. Faculty will determine the length of term (the term can be no longer than five years, with the incumbent eligible for re-election if the department so desires).

6. A committee composed of two faculty members will be elected by the department to organize and conduct the chair election (the dean also serves as the third member of the election committee). One of the two elected members is selected as committee chair.

The department then follows whatever procedure they have established to identify one or more candidates for the department chair position. The two elected members of the election committee direct this process, consulting with the dean as necessary. When the candidates have been identified and it is time for the chair election, the dean is invited back to the department for the actual election. A paper ballot is taken and the votes tallied by the election committee.

The results of the election shall be announced immediately to the electorate of the department. The dean shall then forward the name of the elected chairperson with her/his recommendation to the Provost, who will in turn notify the president. As with other matters of appointment, the final responsibility for approving the appointment of the department chairperson rests with the President.

**First Fall Faculty Meeting: Items You Might Want to Discuss/Review**

1. Health and safety issues appropriate to the department (including what to do in case of fire or tornado, injury or sickness in classroom, location of nearest building exits from classrooms, and how to secure classrooms from outside threats)
2. University’s policies on harassment and discrimination
3. Code of student rights and responsibilities, especially the section on Academic Dishonesty
4. Faculty Bill of Rights and Responsibilities
5. Importance of course syllabi and what they should contain
6. **Necessity of meeting all classes**
7. Importance of completing Authorization For Travel Form before travel takes place (even if no reimbursement is requested)
8. Double check to make sure that faculty teaching graduate courses have graduate faculty status
9. Determine if anyone needs to complete or revise a Conflict of Interest/Conflict of Commitment form
10. Discuss which student will represent your department on the Dean’s Student Advisory Council and forward her/his name to the Dean’s Office.

**ACCREDITATION TRACKING**

When applying for a program to be accredited, please let the Office of the Provost know immediately to whom you are applying and specific details.

1. Once a determination has been made as to the accreditation, please let the Office of the Provost immediately know the outcome.
2. Please provide copies of final reports received by each accrediting agency. In particular, if a negative report has been received, list in detail the areas seeking attention.
A “log” will be maintained in the Office of the Provost tracking the accreditation process and status of all departments reporting such information. This information will then be provided to all accrediting agencies as requested.

ANNUAL REPORT

The purpose of the annual report is to chronicle the achievements/accomplishments of the department during the previous academic year in relationship to the stated vision, mission, strategic plan, goals, and objectives.

Annual Report Outline
Executive Summary

Report

- Overview and Status of AY Goals and Objectives
- Most Important Accomplishments
  1. Faculty recruitment
  2. Teaching
  3. Research
  4. Service
  5. Facilities and Equipment
- Assessment Measures and Outcomes
  1. Learning outcomes, measures, and data
  2. Assessments and modifications in curricula and pedagogies
- Strategic Plan Milestones
  1. List Strategic Plan Milestones for the year
  2. Describe how the milestones were met, discuss difficulties and successes
- Describe how the Department used any internal/external funding to enhance accomplishments and productivity
- Reallocations and reorganizations within the Department
- List outstanding and nationally ranked programs and their accomplishments relevant to the time period
- List honors and awards of programs, faculty, students, staff and alumni
- Describe the progress of partnerships and service/experiential learning
- Describe fundraising accomplishments and outcomes
- Conclusions
  1. Strengths
  2. Challenges
  3. Needs
  4. Future plans/initiatives

ASSESSMENT

Assessment allows departments to determine the extent to which they are meeting goals and accomplishing their missions. Assessment also enables faculty to identify and direct curricular changes. It is important to have a systematic means to ensure that all graduates of a department have obtained the necessary and appropriate knowledge and skills needed in their discipline. Each department should express the necessary knowledge, skills, and ethical standards needed in their discipline in clearly stated learning outcomes. It is from these learning outcomes that the department will formulate an assessment strategy by identifying appropriate assessment activities.
Assessment activities fall into two categories: assessment of departmental programs, and assessment of core curriculum courses. Each department chair should appoint an assessment liaison to coordinate the assessment activities of the department and oversee the annual report; however, all faculty members within a department should be informed about and actively participating in the department’s assessment goals. Assessment activities should not be limited to (or understood to be) assessment of individual courses but rather assessment of each program as a whole. Assessment should include a variety of direct assessment measures (e.g. capstone examination, portfolio development, licensure examination, etc.) and indirect assessment measures (e.g. feedback from alumni, graduating seniors, employers, etc.) to determine the extent to which graduating students have achieved the learning outcomes set forth by the department. The results of assessment activities will then be used, with other appropriate information, to revise the curriculum when needed, to prepare various reports (e.g. department reviews, accreditation reports, etc.), and to assist in assessing the University core curriculum.

Assessment resources can be found by contacting the Office of Institutional Effectiveness, West Quad room 200, 285-5974, and also by visiting their website:
http://cms.bsu.edu/about/administrativeoffices/effectiveness/assessmentresources

Assessment Report Outline
Please include the following in your Assessment Report (Due June 1 or December 1, per department agreement with the Dean) and provide copies of the Assessment Report to the Dean and to Dr. Bill Knight in the Office of Institutional Effectiveness:

1. State the student learning outcomes (by program) that were evaluated.
2. State the measures used.
3. What analysis was performed?
4. What conclusions were drawn?
5. What actions were taken?

In one or more appendices, provide the minutes of any assessment meetings or meetings where discussions/actions pertaining to 1-5 above were held/taken. Also provide any assessment reports produced by committees, subcommittees, or task forces.

In addition to the department’s annual assessment report, departments will work with the University Core Curriculum Committee and the Undergraduate Education Committee to identify and tag course assignments/artifacts that will be used to assess the core curriculum. Currently departments are being asked to tag artifacts for Tier 3 and/or writing intensive, upper-level courses. More information will be provided as it becomes available.

ASSIGNED TIME REPORTS

Assigned Time Policy and Report Guidelines

As defined in the Faculty and Professional Personnel Handbook, faculty who demonstrate scholarship may be assigned 3-4 credit hours each semester. This productivity must be current and ongoing to merit assigned time. To be eligible for assigned time for scholarship within the College of Sciences and Humanities (CSH), a faculty member must be eligible for Full Graduate Faculty status. Eligibility for Full Graduate Faculty Status is determined by the Graduate Faculty document of the faculty member’s home department. If a department does not have a Graduate Faculty document, then the CSH Graduate Faculty document will be used. Holding Full Graduate Faculty status does not, in itself, make a faculty member eligible for assigned time for scholarship. Faculty must annually document their scholarship activities and maintain eligibility for graduate faculty status based on their record of scholarship over the previous 6 years (use calendar year; for example
January 1, 2011 to December 31, 2016). Because the granting of assigned time is based on current and ongoing scholarship, department chairpersons will review productivity annually. Department chairpersons will submit a report to the dean, by the first (1st) Monday of December of each fall semester, summarizing their rationale for their assigned time decision for each tenure-track and tenured faculty member within their department.

Note: All tenure-track faculty in their probationary years will be granted 3-4 hours of assigned time per semester in order to permit them the time to accomplish a satisfactory record of scholarship. An annual report on assigned time is still required and will be completed as stated above.

Method for completing the Assigned Time Report for Scholarship:

1. Open Blackboard at http://blackboard.bsu.edu and click on CSH Chairs Community
2. Within Documents open the Assigned Time Report Folder and click on Assigned Time Report Form. This will download a word document form (save this form for each faculty member; see #7).
3. Click in the first form field.
4. Type information (if a text box), click in the checkbox, or choose an item from the drop-down menu as appropriate.
5. Press the Tab key to advance to the next field. Press Shift-Tab to go to a previous form field.
6. Repeat the previous two steps as many times as necessary until the form is completed.
7. Save the form using <Faculty Last Name Department Name>.doc (or docx)
8. If desired, print the completed form for your files.

Method for submitting the Assigned Time Report for Scholarship:

1. Open Blackboard at http://blackboard.bsu.edu
2. Click on the CSH Chairs Community
3. Click Documents and then click on the Assigned Time Report Folder
4. Click on Turn in Assigned Time Report
5. Click on Browse for Local File. Click Attach File. Do this for each file until you have a list of all files you want to upload. Click Submit

ASSIGNING FACULTY LOAD (FTE) TO COURSES

College Sciences and Humanities FTE to Credit Hour Conversion Sheet

A. For Undergraduate courses with 10 or more students and Graduate Courses with 6 or more Students

<table>
<thead>
<tr>
<th>Course Credit Hours</th>
<th>FTE</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 hr course</td>
<td>0.083</td>
<td>1.00</td>
</tr>
<tr>
<td>2 hr course</td>
<td>0.167</td>
<td>2.00</td>
</tr>
<tr>
<td>3 hr course</td>
<td>0.25</td>
<td>3.00</td>
</tr>
<tr>
<td>4 hr course</td>
<td>0.333</td>
<td>4.00</td>
</tr>
<tr>
<td>5 hr course</td>
<td>0.416</td>
<td>5.00</td>
</tr>
<tr>
<td>6 hr course</td>
<td>0.5</td>
<td>6.00</td>
</tr>
</tbody>
</table>
B. For Undergraduate courses with 9 or fewer students

<table>
<thead>
<tr>
<th>Course Credit Hours</th>
<th>FTE</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 hr course</td>
<td>0.008 FTE for each student</td>
<td>0.10</td>
</tr>
<tr>
<td>2 hr course</td>
<td>0.017 FTE for each student</td>
<td>0.20</td>
</tr>
<tr>
<td>3 hr course</td>
<td>0.025 FTE for each student</td>
<td>0.30</td>
</tr>
<tr>
<td>4 hr course</td>
<td>0.033 FTE for each student</td>
<td>0.40</td>
</tr>
<tr>
<td>5 hr course</td>
<td>0.042 FTE for each student</td>
<td>0.50</td>
</tr>
<tr>
<td>6 hr course</td>
<td>0.050 FTE for each student</td>
<td>0.60</td>
</tr>
</tbody>
</table>

C. For Graduate courses with 5 or fewer students

<table>
<thead>
<tr>
<th>Course Credit Hours</th>
<th>FTE</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 hr course</td>
<td>0.014 FTE for each student</td>
<td>0.167</td>
</tr>
<tr>
<td>2 hr course</td>
<td>0.028 FTE for each student</td>
<td>0.333</td>
</tr>
<tr>
<td>3 hr course</td>
<td>0.042 FTE for each student</td>
<td>0.500</td>
</tr>
<tr>
<td>4 hr course</td>
<td>0.056 FTE for each student</td>
<td>0.666</td>
</tr>
<tr>
<td>5 hr course</td>
<td>0.072 FTE for each student</td>
<td>0.833</td>
</tr>
<tr>
<td>6 hr course</td>
<td>0.084 FTE for each student</td>
<td>1.000</td>
</tr>
</tbody>
</table>

D. For a 3-credit hour course with a lab and 10 or more Undergraduate students or 6 or more Graduate students

<table>
<thead>
<tr>
<th>FTE</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.167</td>
<td>2.00</td>
</tr>
<tr>
<td>0.083</td>
<td>1.00</td>
</tr>
</tbody>
</table>

E. For a 4-credit hour course with a lab and 10 or more Undergraduate students or 6 or more Graduate students

<table>
<thead>
<tr>
<th>FTE</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.250</td>
<td>3.00</td>
</tr>
<tr>
<td>0.083</td>
<td>1.00</td>
</tr>
</tbody>
</table>

F. When a course reaches 70 or more students, double load credit may be given.

G. Faculty load credit for supervising internships shall be calculated according to the following schedule:

<table>
<thead>
<tr>
<th>Internship Course Credit Hours</th>
<th>FTE</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 2</td>
<td>0.083 for 5 students</td>
<td>1 credit for 5 students</td>
</tr>
<tr>
<td>3 to 5</td>
<td>0.083 for 4 students</td>
<td>1 credit for 4 students</td>
</tr>
<tr>
<td>6 to 12</td>
<td>0.083 for 3 students</td>
<td>1 credit for 3 students</td>
</tr>
</tbody>
</table>
Class Scheduling

Courses should be scheduled across all time periods and days when the university holds classes. Special effort should be made to schedule classes to accommodate both the department’s traditional and non-traditional students. Faculty members are assigned by the chairperson to teach the scheduled classes. As much care as possible should be given to individual professors with regards to assigning them classes, taking into consideration their academic preparation and the days and times they wish to teach. It is, however, ultimately the department chairperson’s responsibility to ensure that faculty members are assigned to teach the courses necessary for students to complete their academic programs.

Here is a link to information for Faculty and Staff about setting up courses, accessing Blackboard, obtaining a class list, Grades, and other relevant information: http://cms.bsu.edu/about/administrativeoffices/registrar/faculty-information

Class Attendance

Student attendance at class meetings is expected. Faculty shall establish attendance policies for their courses and communicate these policies to students through course syllabi or outlines. When students have documented field trips or other activities as a part of another course they are taking, faculty are expected to allow students to make up all missed course activities during their absence including, but not limited to, class activities, assignments, and final examinations, provided that students have alerted the faculty members in advance. Students should not be penalized for their absence while representing the University. When possible, students are expected to complete these activities before their absences.

Faculty members are expected to meet all scheduled class times for courses they are teaching. If a faculty member must be absent from class for any reason, he or she must notify the department chair. If a faculty member misses a class because of illness, attending a professional meeting, etc., every effort should be made to have a faculty colleague substitute for them so class time is not lost for students. The department chair may have to assist in finding a suitable substitute. Classes should not simply be cancelled except in rare and unusual situations when no substitute or alternative assignment is available. If a class must be cancelled because a substitute cannot be found, then the faculty member must establish a written plan for making up the missed class time and provide a copy of the plan to the department chair.

Providing Access and Opportunity for Students with Disabilities

The role of Disability Services (DS) is to determine reasonable and appropriate accommodations for students with disabilities as outlined in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, as amended in 2008. In determining who is eligible for accommodations, DS reviews relevant medical and psychometric documentation of the student's disability. When deciding what accommodations would be reasonable for a student with a disability, DS is careful not to offer an accommodation to a student which may violate the integrity of the course or fundamentally alter an essential component of the course. DS strives to ensure the civil rights of our students with disabilities while at the same time protecting institutional standards.

In keeping with federal and university policies and with best practices, Attachment B lists items that should be considered in an attempt to create a welcoming classroom environment for students with disabilities.
Disability Service’s website

More information is available in the faculty resource section of the DS website (www.bsu.edu/disabilityservices). Resources, tips, and strategies are provided for teaching students with various types of disabilities, and links are given to other useful sites for faculty members.

Grades

Grades must be submitted through Blackboard online according to the guidelines from the Registrar’s office. Currently grades are due on the Wednesday after Commencement each semester. Any courses or students for which grades are not submitted become the responsibility of the Department Chair, who must contact the faculty member in question and provide a timely solution to the situation.

Although grades are the responsibility of faculty members to assign, there are at least three situations when the department chair must be involved with a grade. Department chairs must approve the granting of an “I” grade. An “I” grade can be given to a student whose work at the close of the semester or summer term is incomplete because of illness or some circumstances beyond the control of the student. It is important that the condition for removing the “I” be as specific as possible and limited to as short a period as possible, and that these terms are presented in writing. “I” grades are not given so a student can retake the complete course, nor should they be offered when a student has to complete a significant amount of work in the course.

Department Chairs must also approve a “change of grade.” It is important that the department chair understand why the grade a student received originally is being changed. The chair should make sure there is a rationale for the proposed change stated on the grade change form before it is forwarded to the Dean’s Office for approval. This is especially true if the change of grade is to a course that was offered more than one semester in the past.

Department chairs should also be involved in a faculty member’s decision to give a student a “W” grade, and the chair’s signature is required if the W will be given as a “change of grade” after the semester has ended.

Because of federal guidelines for financial aid, as well as the state’s goal for students to graduate in four years, we are under increasing pressure to be fair and consistent in our decisions about late withdrawals. In order to request a late withdrawal, students must, according to the Faculty handbook, have “verifiable extenuating circumstances.” Examples of inappropriate (but common) requests include the following: the student is not passing the course or not doing as well as the student would like in a course, the student decides to change his/her major and discovers that this course is no longer required, or the student is participating in too many extracurricular activities. Keep in mind that students have a generous number of weeks during which they can withdraw for any reason, without faculty permission.

In most cases where a student seeks a late withdrawal, the instructor should ask to see documentation that supports the request, and should not give this permission if the student cannot produce verification. If a faculty member or department chair feels strongly that an exception should be made for a particular student, s/he may provide the student with a letter to support the student’s petition. The only person who can assign the final grade to the student (even if the late withdrawal is approved) is the faculty member; however, a grade of W is not an option without permission from the Dean’s office.

A few more helpful bits of information about late withdrawals:

--If a student wants to withdraw from all courses, that student must go to AD 238 and file an application with Student Affairs. (The only exception to this is online-only students who are withdrawing from all classes.)
http://cms.bsu.edu/about/administrativeoffices/studentaffairs/departmentservices/withdrawingfromallclasses
If a student wants to withdraw from an online course, the request should go through the Office of Extended Ed. A request for a late withdrawal will still have to be supported by documentation.

http://cms.bsu.edu/academics/collegesanddepartments/online/studentsfaculty/current/droppingwithdrawing/withdraw

If Student Affairs has approved a withdrawal from all classes, notification will come directly from that office to the instructor. Student Affairs will **not** send a student back to the instructor with the form unless they have denied the request.

If the Student Affairs office is not satisfied with the documentation and denies a request, the student has the option of asking for late withdrawals from individual courses. In this case, instructors should definitely ask for documentation of extenuating circumstances and deny the request if the instructor is not satisfied. Our office is not likely to approve a request that has been denied by Student Affairs for lack of support.

If you or your faculty members have questions about individual cases of requests for late withdrawals, please contact the Dean’s office.

**Grade Appeals**

Department Chairs are responsible for advising their faculty members concerning the Grade Appeal Process, which can be found here:

http://cms.bsu.edu/about/administrativeoffices/studentrights/policiesandprocedures/studentcode/67gradeappeals

Please notice that there are specific procedures that must be followed exactly, and that the formal appeal process is entered only after the student has tried to resolve the situation with the faculty member and the Department Chair. Faculty members are encouraged to include a link to the Grade Appeal process on their syllabi.

Grade appeals are based on a specific set of criteria. When a student comes forward with a complaint about a grade, the student may actually want to file a complaint against the faculty member, which represents a different set of procedures; some students may want to file both a grade appeal and a formal complaint. If a student presents a written complaint, the department chair is required to meet with the faculty member to discuss the situation and to follow the procedures listed under “Personnel” in this handbook. Depending on the situation, the Department Chair might decide to refer the faculty member to the Academic Ethics committee.

**Final Exam Guidelines**

1. Each class shall meet during the final examination period except in cases when university electronic exam services are used or where the department chairperson has agreed in writing that such a meeting is not necessary. Faculty using electronic testing services for their final examinations will notify their chairpersons.
2. In cases where instructors are using any university electronic testing service, the exam may be scheduled for any length of time during final exam week but must include the regularly scheduled examination period.
3. Summer School and Intersession final examinations are to be administered on the last regularly scheduled class meeting day.
4. No final examination (the last examination of the term) shall be given prior to the start of the designated Final Examination Period except with written permission of the department/school chairperson and the college dean.
5. Examinations administered during the designated Final Examination Period must be given on the day and at the time listed on the official Final Examination Schedule, unless written permission is obtained.
in advance from the Director of Academic Systems or when university electronic exam services are used.

4. The time/day for an examination is determined by the first "non-lab" contact of the week listed on the course master schedule.

5. No student will be required to take more than two (2) final examinations in one day. In cases where a student has difficulties in solving this problem, the Provost and Vice President for Academic Affairs or his or her designee shall make the necessary adjustment(s).

6. Requests for GROUP final examinations must be submitted and approved by the Director of Academic Systems, at least seven (7) weeks prior to the publishing of the “Schedule of Classes.”

7. If a conflict arises between a GROUP examination time and a regularly scheduled examination time, the regularly scheduled examination takes precedence.

8. The OPEN time slots are primarily reserved for necessary one credit hour course final examinations, for make-up examinations, for arranged classes examinations, and for examination time/day conflicts. Time/day conflicts are to be adjusted in the FALL SEMESTER by the course whose department abbreviation is nearest the beginning of the alphabet and in the SPRING SEMESTER by the course whose department abbreviation is nearest the ending of the alphabet. Other uses of these time slots must be approved by the Director of Academic Systems.

9. Courses meeting for fewer than fifteen (15) weeks must arrange for an “early” final examination or utilize one of the OPEN time slots.

10. With the exception of GROUP and OPEN time slot examinations, all final examinations are to be administered in the room in which the course is scheduled except when university electronic exam services are used. Other exceptions may be granted and conflicts resolved by the Director of Academic Systems.

11. Examinations will begin and end promptly within the scheduled time period.

FERPA

Department chairs must be familiar with the Family Educational Rights and Privacy Act, or FERPA, (also called the Buckley amendment) a federal law in place since 1974. More information about FERPA can be found here, along with appropriate forms: http://cms.bsu.edu/about/administrativeoffices/studentrights/policiesandprocedures/ferpa

Department Chairs and faculty members are not allowed to share any information about a student with a third party, including a parent, without a signed FERPA form from the student.

Under-enrolled Courses

It is the responsibility of the Department Chairperson to carefully monitor course enrollments. Each department is allowed one under-enrolled course per semester, if necessary. No later than the end of the Drop/Add period for each semester, the chair should notify the Dean’s office if there is an “official” under-enrolled course.

The Provost’s office is most concerned that we are being proactive and attentive to enrollments; they want to be sure that we are not offering courses too often, or offering too many courses (or too many sections), so they will look closely at multiple sections of the same course offered in the same semester, and then at courses offered more than once a year that do not have strong enrollments. Upper-level courses with low enrollments become a problem mainly if we are offering too many in a semester. Department chairs should also pay close attention to the impact of the new core on our lower level enrollments, as well as to shifts in the numbers of majors and minors.

The Dean’s office is not allowed to grant exceptions for more than one under-enrolled course per department. If a department has more than one course that does not meet the minimum enrollment requirements, or that has not made it to 70 students and therefore cannot “double-count,” then the chair must make accommodations for the responsibilities of those faculty members. In most cases, this will mean assigning additional
responsibilities to the faculty member for the semester in a way that makes sense for your department’s needs. The department chair should inform the Dean’s office in writing about these arrangements.

Finally, keep in mind that an Instructor of Record must be assigned to all courses, especially Dissertation and Thesis hour courses, which will be difficult to identify later when it is time to assign grades if the instructors’ names are not entered at the beginning of the semester.

**Academic Dishonesty**

Department Chair should be actively involved in advising their faculty members concerning the Student Academic Ethics Policy, which can be found here:

[http://cms.bsu.edu/About/AdministrativeOffices/StudentRights/PoliciesandProcedures/StudentCode/VIIEthicsPolicy.aspx](http://cms.bsu.edu/About/AdministrativeOffices/StudentRights/PoliciesandProcedures/StudentCode/VIIEthicsPolicy.aspx)

Familiarize yourself with the difference between the informal resolution and formal resolution processes, and be sure that your faculty members are aware that even with an informal resolution, a record of the decision must be filed with the Associate Provost’s office. Faculty members should include a statement about Academic Dishonesty on their syllabi.

**COMPUTER LITERACY AND COMPETENCY**

It is our responsibility to educate students not just in the efficient use of computers but also in “good citizenship” principles of their use. Students should read and understand the principles of ethical computer use. These principles can be found: on the BSU Web Site—“Information Technology Users’ Privileges and Responsibilities” ([http://cms.bsu.edu/About/AdministrativeOffices/SecurityServices/ProceduresandPolicies.aspx](http://cms.bsu.edu/About/AdministrativeOffices/SecurityServices/ProceduresandPolicies.aspx)); in the “Faculty and Professional Personnel Handbook”; and on the “Code of Ethical and Legal Responsibilities of Computer Users” form everyone signs when obtaining a BSU account. The issue of ethical behavior when using computers should be stressed in all courses utilizing computers. It is important that students know how to use on-line informational sources in academically honest ways. Students should not use computers to cause harm to other people nor illegally acquire software.

Departments should use and take advantage of the technology available in the College:

1. Encourage printing to digital storage devices rather than paper when “making a copy for the file”
2. Encourage using laptops when upgrading faculty computers (laptops can be taken into the classrooms for teaching)
3. Whenever possible encourage submission of reports, papers, and tests electronically rather than on paper
4. Encourage the distribution of classroom handouts and other materials electronically
5. Match computers, peripherals, and software to specific faculty needs

It is important for Departments to have a procedure in place to continuously assess their technology efforts and use this information to update curriculum, request computer equipment and software, and efficiently manage the Department’s resources.
Submitting Proposals to the College Curriculum Committee

The College of Sciences and Humanities Curriculum Committee has the function of reviewing proposals originating from departments concerning the creation of new courses and programs, modifications to existing courses and programs, and dropping courses and programs. This committee serves in an advisory capacity to the Dean. Following its review of the departmental proposal, the Committee has three options: (1) recommend that the proposal be approved as submitted, (2) recommend against approval, or (3) defer action on the proposal pending modifications which address concerns expressed by the Committee.

In exercising the third option the Committee attempts to insure that a potentially meritorious proposal not only addresses Committee concerns, but also anticipates objections that might be raised when reviewed at other levels within the University. The modifications requested may be of two types: (1) changes which insure the form and content are consistent with Banner requirements and the Faculty and Professional Personnel Handbook requirements for posting courses and programs, and/or (2) modifications of a more substantive nature (such as clarification of course goals, providing additional rationale for a new minor or major, outlining additional resources needed for the changes, etc.). The Committee normally invites a departmental representative to present their proposal and address questions from Committee members.

Ultimately the Committee will recommend approval or disapproval of a proposal based on a determination of: (1) pedagogical soundness, (2) consistency with the College and University goal that all students receive a liberal education, and (3) adequacy of resources within the Department and College.

The deadline for submitting materials to the College Curriculum committee for review is mid-semester. Submit curriculum proposals electronically, directly to Terri Milbourn, with the pages numbered continuously in the entire packet. Cover sheets, instructions, and guidelines for core curriculum courses can be located in Box at https://ballstate.app.box.com/files/0/f/11081715955/Curriculum

For planning purposes: Remember that the undergraduate catalog is now being updated annually. In order for changes to be included in the AY 2017-18 catalog, materials must be cleared through the college committee and all relevant University committees (UEC, GEC, PEC, etc.) by mid-January 2017.

Checklist For Preparing Curriculum Revision Proposals

1. Obtain forms from the Office of Academic Systems. They are available online here along with guidelines on how to fill them out; each form must be filled out according to the instructions provided: http://cms.bsu.edu/about/administrativeoffices/academicsystems/forms.

2. Arrange all the proposals together in a single packet. Provide a cover memo that briefly describes the proposed changes. Each separate course or program form submitted should have a brief entry on the list.

3. For each new course proposal, include a master syllabus (a syllabus containing information useful for anyone teaching the course, rather than the specific course outline of a single professor). According to the Faculty Handbook: The syllabus is a course guide and should include a general, rather than a specific, description of the following constructs: Course description; Course objectives; Course rationale; Course content, format, and bibliography.

4. For changes that clearly will affect another department, consult with that department and resolve any differences before forwarding the proposal to the Committee.

5. Assemble a multi-proposal package in the following order (remember, the entire package of proposals should be numbered consecutively before it is sent forward. As you are numbering the package, do not count the cover memo; start with page 1 as the cover sheet of the first proposal):
   a. Cover Memo (List of changes) This will list all the proposed changes in all of your proposals, and will include a brief description or summary. The committee members are reviewing these materials initially without any context and most often out of field, and it is extremely helpful
for them to have some help in making sense of them, particularly if there are a lot of changes being sent forward at once.

b. New or revised (including dropped) program proposals
c. New, revised, or dropped course proposals arranged in numerical order by course number.
   Each new course form must be accompanied by a master syllabus.

Please note:
It is the responsibility of the department chairperson to review all curriculum postings that are presented for approval in the College, which will be made available on Blackboard, and also to review all University postings, which will be announced by Academic Systems and posted here: http://cms.bsu.edu/about/administrativeoffices/academicsystems/catalogspostings

Department chairs should check for the accuracy of their own departmental postings, and also check to be sure there are no problems or conflicts with curriculum proposals being presented from other departments. If you do have a problem with a curriculum posting, follow the procedures in the Faculty Handbook for filing a demurrer.

The department should conduct an annual review of courses in the catalog with an emphasis on courses that have not been taught during a current catalog cycle. Based on this annual review, decisions can be made concerning keeping a course, revising it, or deleting it from the department’s offerings.

DIGITAL MEASURES ACTIVITY INSIGHT (DMAI)

The Activity Insight application is available to all faculty members to record information about their research, teaching, and service activities. Their accomplishments will be readily available for possible inclusion in annual activity reports, promotion and tenure, accreditation, reports to external constituents, and other departmental, college, or university uses. Information should be updated for the running of the following reports for April 1, November 1, and July 1 of each year.

Immersive Learning Reports

Immersive Learning Reports will now be collected through the reporting mechanism found in Digital Measures. This requires faculty to enter the Scheduled Teaching section of Digital Measures, click on Immersive Learning (yes) and then click yes to the question “Does this class represent Immersive Learning, Service Engagement, or other forms of outreach and engagement?” The following fields are required to be completed:

1. Title
2. Client/Community Partner's Name
3. Cities Impacted
4. Counties Impacted
5. States Impacted
6. Countries Impacted
7. Number of students involved (if any)
8. Faculty Mentor(s)
9. Tangible Outcomes
10. Student Disciplines Represented
11. List Student Learning Outcomes
12. Describe how the experience helps students define a career path or connect to a profession/industry
13. Describe the real world problem
Outreach, Service and Engagement Reports

Outreach, Service and Engagement Reports will now be collected through the reporting mechanism found in Digital Measures. The following question has been added to all applicable fields under Instruction/Teaching, Intellectual Contributions, and Professional Service - *Does this represent outreach and engagement?* Whenever an activity involves Outreach, Service, and Engagement faculty should mark this field as (yes) and complete the form.

EVENTS

Department chairs are responsible for attending (or coordinating attendance for) certain events over the course of the academic year. These events include, but are not limited to, the following:

**Cardinal Preview Days**
These are Admission Events, usually held on Saturday morning. There are typically two events in the fall semester, and two in the spring. There is also a third spring event called Admitted Student Day, typically also held on a Saturday. The department will need representation at all of these events, so that potential students can receive information about the opportunities in our programs.

**Commencement**
There are three commencement ceremonies each year, held in December, May, and July. Department chairs sit with their students at the spring commencement, and are expected to attend the other two commencements as well. Faculty members, according to the Faculty handbook, are expected to attend at least one Commencement ceremony each year.

**Dean’s Honors list reception**
This event happens during family weekend, usually in late September, on a Saturday morning, and recognizes students who have been named to the Dean’s list during the previous academic year.

**Indiana Women of Achievement Dinner**
The Indiana Women of Achievement awards recognize Indiana women who enrich the lives of others through outstanding accomplishments in a variety of fields. A recognition dinner is held each year in which these women receive their awards. Department Chairs (or department representatives) are expected to attend and departments are welcome to sponsor students so they can attend the dinner as well.

**Dean’s Chairs meeting**
This meeting happens the first Wednesday of each month, from 10 am until noon.

**Omega Dinner**
Department Chairs are expected to attend this event, held in late April, if they have a faculty member who is retiring.

**Faculty and Staff Recognition Luncheon**
Department chairs are expected to attend this event, held in mid-April, if they have faculty members who are being recognized for 15, 20, 25, etc. years of service.

**Academic Leadership Forum**
The Provost holds these meetings monthly and all academic administrators from department chairs on up to the President are invited to attend. Currently it is held at 8 am Wednesdays during the third week of each month, and announcements about the agenda will come from the Provost’s office.
GRADUATE SCHOOL CONDITIONAL ADMISSION

Ball State University will be increasing the number of students admitted on “conditional admission” beginning in the Spring 2009. In addition to the TOEFL, some students take the IELTS and need to score 6.5 or above for regular admission. This information is on the RCIP page here: http://cms.bsu.edu/admissions/international/conditional-admission.

In general, students cannot hold an assistantship while in IEI. If a department wants to have an exception, the procedure below applies.

Conditional Admission Students will be admitted with the following guidelines:

a. All graduate students with a TOEFL score of at least 550 (or IELTS score of 6.5 or higher) will be processed by the graduate school and sent on to the departments.

b. All graduate students with TOEFL scores of 549 or less (or IELTS score of less than 6.5), will be processed as “Conditional Admission” by the graduate school and sent on to the department. These students will also need to complete their English competencies before they start their academic programs, unless item “c” comes into play.

c. For those departments wishing to …

1. accept and/or provide an assistantship to a student with a TOEFL score of 549 or less, and/or
2. request a “conditional admission” student start their academic program before they complete their English competencies

…the department will make a request through their dean’s office, the graduate school, and IEI, in that order. With consultation and agreement between all three of those entities. Approval will be granted by the graduate dean.

HIRING FACULTY

New Faculty Tenure Track Position and Full-Time Contract Faculty

1. Complete the “Request to Fill” form. The “Request to Fill” form can be found on the BSU website at: http://cms.bsu.edu/about/administrativeoffices/humanresources/current-employees/hrforms Click on Request to Fill Faculty Position.

Note: as the University transitions to using the Talent Management System, this is first being used for staff hires and will eventually apply to faculty.

2. Attach to the “Request to Fill” the following information:
   a. Justification for retaining the position. Complete the Justification for Hiring form found at the site above: click on Justification for Hiring Justify the position based upon student demand, contribution to the department’s future direction (as indicated in the department strategic plan, if available), contribution to the university strategic plan, connection to the core curriculum, synergy/requirements of other university units, etc.
b. Provide a diversity recruitment plan consistent with the recommendations of the College Diversity Task Force and best practices within your discipline. Refer to A Guide to Recruiting a More Diverse Faculty prepared by The College of Sciences and Humanities Task Force on Diversity.

c. Current position description. (Descriptions can be obtained from University Compliance. In most cases positions will be recruited at the Assistant Professor rank, except in extraordinary circumstances).

e. Suggested ad language or request for waiver of advertising.

3. Be absolutely certain that the information in your suggested advertisement copy is identical to what you have stated in the position description (duties and responsibilities, minimum qualifications, preferred qualifications, rank, etc.)

4. Before a “Request to Interview” will be approved, search committees must complete the following:

a. All search committees created for hiring faculty members and professional personnel must receive training from the Office of University Compliance early in the search process, but at a minimum before campus interviews. Committees that have not held the required meeting will not receive approval to interview candidates until said meeting has been held.

b. Units that have more than one search open should make every effort to consolidate the training sessions to reduce the number of presentations made to any one unit. Units with a search in process are encouraged to call the Office of University Compliance to schedule a training session.

c. Units having completed a successful search within the last two academic years are exempted from the training requirement provided the search committee members are the same as in the previous search. Committees with new members will still need to receive training from the Office of Compliance.

d. Department Chairs may wish to hold information sessions for their entire department rather than just the search committee.

e. Questions about the training should be directed to the Office of University Compliance (5-5316).

f. Departments may also wish to meet with Dr. Charlene Alexander, Associate Provost for Diversity/Director of Office of Institutional Diversity to discuss recruitment and hiring of diversity candidates.

5. Complete the “Request to Interview” form. The “Request to Interview” form can be found on the BSU website at (Request to Interview Faculty)

6. Attach to the “Request to Interview” the following information:

a. A list containing the names of all applicants, the mailing addresses of all applicants, and the applicable code(s) for the applicants who are not being considered for interview at this time. Codes are listed on the reverse side of the “Request to Interview” form.

b. A copy of the advertisement for this position approved by University Compliance.

c. A copy of the final Position Description approved by University Compliance.

d. A copy of the transcript of the required degree for each candidate to be interviewed.

e. A packet for each candidate that includes a copy of the following: letter of application, vita, transcripts, and up to three reference letters if required in the advertisement.

7. When you have completed the interview process and selected a candidate, before notifying them, complete the NEW FACULTY APPOINTMENT RECOMMENDATION SUMMARY (Attachment C or available in Excel format from the Dean's office) for candidates being
recommended for hire. **This form will be slightly different with large start-up requests. Contact the Dean’s office for this form.** This is particularly important for tenure-line faculty. This will be used to track start-up funding for new faculty. This document is for internal use only and must be signed by both the Department Chair and the Dean before a recommendation letter is to be sent to the candidate (see #10).

8. When you have completed the interview process and selected a candidate, use the **SAMPLE RECOMMENDATION LETTER** (Attachment D) to compose a letter to be sent to the candidate. Note that this letter will include the starting salary and a list of items from the **NEW FACULTY APPOINTMENT RECOMMENDATION SUMMARY**. This is a recommendation for employment, as only the President of the University can make an official offer to the candidate. **Please forward a copy of the signed recommendation letter to the Dean’s office. When the candidate has accepted the offer, it is the chair’s responsibility to complete the Candidate Information Form and send to Human Resources.**

9. **Background Check:** While completing the Candidate Information Form does require you to contact references to verify past employment, Human Resources will contact the new hire directly to handle the Background Check and collect the information necessary to set up the employee record in Banner.

10. **Employment Verification:** In order to be compliant with federal regulation, all new faculty you wish to hire need to be verified for employment by the beginning of the fall term. This includes full-time, part-time, and temporary. To be verified for employment, they must present the appropriate documentation. The most commonly presented forms of acceptable identification are either: 1) an unexpired Passport or 2) a Social Security Card and Driver’s License or 3) a Birth Certificate and Driver’s License. This must take place on or before their first day (preferably BEFORE). The new faculty member must come to Human Resources to be verified for employment and complete their I-9 form.

11. **Faculty and Professional Personnel Hiring Reminders** – Please review **Attachment E.**

**Degree and Rank for Contract Faculty**
It is normally expected that a Master’s Degree is the minimum academic preparation for teaching college courses. In some cases, significant professional experience in the discipline being taught can substitute for the graduate degree but the Dean should be consulted before employing the faculty member. This should be considered the exception rather than a common occurrence.

The rank of Instructor is appropriate for those employed with less than the terminal degree in the discipline. A contract faculty member with a terminal degree in the discipline may be given the rank of Assistant Professor.

**Retaining and Recruiting a More Diverse Faculty**
The College of Sciences and Humanities is committed to recruiting and retaining a diverse faculty. Please refer to **A Guide to Recruiting and Retaining a More Diverse Faculty**, which can be found at [http://cms.bsu.edu/Academics/CollegesandDepartments/CSH/CSHDocs.aspx](http://cms.bsu.edu/Academics/CollegesandDepartments/CSH/CSHDocs.aspx). In addition, departments can contact Dr. Charlene Alexander, Associate Provost for Diversity/Director of Office of Institutional Diversity to discuss recruitment and hiring of diversity candidates.

**Visas**
We are increasingly facing immigration issues, usually very late in the recruitment process. VISA approval can take from two to four months and has an associate cost of ~$850.00. To expedite the process, there is an additional charge of $1000.00. When individuals are employed who need a visa to be eligible to work in a department, the department is expected to pay the fees associated with the particular visa required. The cost of these visas varies and often increases with little warning. Some external grants allow visa expenses when individuals needing a visa are employed on grant funds. Before approving a grant proposal that includes
personnel, it is prudent for the department chair to anticipate possible visa charges and make sure the grant allows such expenses.

**Procedure during the recruitment process:** When you determine your long list, and begin your phone interviews to narrow that down to the short list of interviewees, ask **ALL** candidates the following: **“Are you legally eligible for employment in the United States?”** Although redundant for American citizens and some other classes of applicants as well, by asking the question of **ALL** candidates on the long list, your search committees avoid having to make assumptions about status or asking additional questions that may be considered illegally invasive.

If the answer is **NO**, drop that candidate from consideration.

**After an offer has been made** to a candidate who is legally eligible for employment in the US, you can ask questions about H1b, OPT or other visa status, but **NOT** before.

**H-1B visa sponsorship by the University will be limited to tenure-line positions only.** In all contract faculty searches it is important that you include the following statement:

> “Candidates for contract faculty searches must have current authorization to be employed in the U.S. without employer sponsorship.”

If you have any questions about this procedure, please ask them of the college office BEFORE taking any actions or making any decisions. You may also contact the Office of University Compliance (285-5162) or Deb Goens (Foreign Student Advisor/Immigration Specialist) at 285-5422.

**Recommendation for Unusual Appointment (Attachment F)**

- **Contract Faculty** – contract faculty hired without a terminal degree are usually assigned the rank of Instructor. For contract faculty hired with a terminal degree, the Recommendation for Unusual Appointment must be completed and submitted to the Dean in order for the faculty to be assigned the rank of Assistant Professor.

- **Regular Faculty** – If hiring regular faculty at the rank of Associate Professor or Professor, the Recommendation for Unusual Appointment must be completed and submitted to the Dean.

- **Years Toward Tenure** – If hiring regular faculty with years toward tenure, the Recommendation for Unusual Appointment must be completed and submitted to the Dean.

**Moving Expenses**
The Guidelines for Moving Expense Allowance for New Tenure Track Faculty Appointments can be found in ATTACHMENT G. All requests for moving expense allowance must be approved through the Provost’s Office.

**Hiring Emeriti Faculty**
In order to remain compliant with federal regulation, any and all emeriti faculty you wish to hire need to be verified for employment by the beginning of the fall term. **This includes recent retirees and retirees who have been teaching for us for many semesters.** To be verified for employment, they must present the appropriate documentation to Human Resources; the current contact individual is Gracie Rieff.

Employment Verification information may be found at [http://cms.bsu.edu/About/AdministrativeOffices/HumanResources/NewEmployee/I9Verification.aspx](http://cms.bsu.edu/About/AdministrativeOffices/HumanResources/NewEmployee/I9Verification.aspx). To be verified for employment, it will be necessary to present the appropriate forms of identification. The most commonly presented forms of acceptable identification are either: 1) an unexpired Passport or 2) a Social Security Card and Driver’s License or 3) a Birth Certificate and Driver’s License.
Depending on the length of time the faculty member may have been separated from the university, a background check may also be required. Generally speaking, if the emerita/us faculty member has been teaching for you consistently over the last few years a background check will not be required.

**IMMERSIVE LEARNING**

To apply for immersive learning course development funds, please follow the link below:
https://cms.bsu.edu/about/administrativeoffices/entrepreneurial-learning
https://cms.bsu.edu/about/administrativeoffices/entrepreneurial-learning/immersive-learning

**PERSONNEL ISSUES**

**Documenting Personnel Issues**

It is important to have a **written record** anytime the Department Chair has a discussion with a faculty member who has done (or is alleged to have done) something inappropriate. Many times the content of a discussion between the Department Chair and a faculty member will be perceived quite differently by each party—especially a few weeks or months after the discussion has taken place. The following sample letter can be a guide for establishing a written record:

May 2, 0000

*Dear Dr. Faculty Member,*

*This letter summarizes our meeting today in my office when we discussed the written complaint I received on April 30 from two students concerning the term paper you assigned on April 25 during the COURSE 101 class session at 1:00 p.m. I indicated to you that I had received one other student complaint (not written) on April 26 about this same issue.*

*The written complaint alleges that during the April 25 COURSE 101 class session you assigned a 30-page term paper that was due on April 30. This paper was to have not less than ten footnotes from at least eight different sources. The complaint says you indicated the subject matter had to be related to saline soils even though that topic had not been discussed in class or in any of the assigned readings. The complaint also said that there was no mention of a required term paper in the course syllabus you distributed to students on the first day of class, and there had been no mention of a term paper any time during the semester until April 25. The other student complaint (not written) indicated that if the paper was not turned in on time there would be a one-letter grade penalty for the final grade.*

*You explained to me that you did assign the term paper on April 25. The reason for not assigning it earlier was that you hadn’t realized students in this class had such poor writing skills until you read their midterm essay tests. The term paper assignment was an attempt to help them write better and learn how to express themselves. Since most of these students are juniors and have yet to take the University Writing Exam, you were trying to help them. You also said their attendance in class had been poor and most had not put forth much effort learning course content. The term paper would help remedy this problem.*

*I indicated that a term paper requirement should be announced and be described in your course syllabus at the beginning of the semester. I suggested you talk with Dr. Experienced (your faculty mentor) and get her guidance on developing a course syllabus and on ways to motivate students who seem less than interested in course subject matter. I think you will have less complaints from students by keeping them well informed of course requirements and not “springing” surprise requirements near the end of a semester.*
Sincerely
Department Chair

Copy to Personnel File
It is important that all such written records be placed in the faculty member’s personnel file and the faculty member made aware that this is happening (the faculty member has the right to place a written explanation in her/his personnel file concerning what was alleged in the Chair’s letter). Whenever a student lodges a complaint against a faculty member in writing, it should be signed and the Department Chair should secure their permission to show the written complaint to the faculty member. Under most circumstances, the signed complaint should not be shown to the faculty member while the student is in that faculty member’s class.

PROMOTION AND TENURE

Guidelines for Progress Towards Tenure Material
The following materials are to be forwarded to the Dean's Office by the date indicated on the College P&T Calendar. Please place the materials in the following order:

1. Official University Form Letter - make sure you use the sample form letter, for the proper tenure year, which you received electronically from the Dean’s Office under a cover memo from the Provost.
2. Department Recommendation letter - include in this letter the name of your department, the name of the candidate, the year toward tenure for the candidate, and the department P&T committee vote counts for the candidate. Any additional information that the P&T Committee and Department chair feel is relevant can be included here. This is signed by both the P&T Committee Chair and the Department Chair if they are in agreement. There would be separate letters if the P&T Committee and the Department Chair disagree on the recommendation for a particular candidate. There should be a separate letter for each candidate.
3. Department Strengths and Weaknesses letter to pre-tenure faculty - See the example letter in the chair’s handbook (below). It is essential that the feedback letter from the department to the faculty member be very explicit in discussing both the strengths and weaknesses of the pre-tenure faculty member’s work in the department and, when necessary, have specific suggestions for improvement. The previous year’s letter should also be included only when there is a specific department requirement the faculty member has been asked to meet for the current year. Whether this requirement has been met should be addressed in the current letter.
   a. Departments putting forward faculty for their fourth year tenure review need to include all previous letters (from year 1) in the tenure packet.
   b. Departments recommending faculty for tenure in their 5th, 6th, and 7th tenure years need to include all previous letters (from year 1) in the tenure packet.
   c. Please refer to the College Promotion and Tenure Procedures for full instructions.
4. Completed College Vita for candidate - use the current College P&T Committee approved vita form (http://cms.bsu.edu/Academics/CollegesandDepartments/CSH/CSHDocs.aspx).

Department Strengths and Weaknesses Letter to Pre-tenured Faculty
Each year a letter must go to all pre-tenure faculty members giving them detailed feedback on their progress toward tenure. This letter is usually written by the P&T Committee in collaboration with the Department Chair and signed by both the Department P&T Committee Chair and the Department Chair if they are in agreement. This letter is in addition to the official university form letter concerning progress toward tenure that is signed by the P&T Committee Chair, Department Chair, Dean, and then forwarded to the Provost and the department recommendation letter. It is essential that the feedback letter from the department to the faculty member be very explicit in discussing both the strengths and weaknesses of the pre-tenure faculty member’s work in the department and, when necessary, have specific suggestions for improvement. Previous year’s feedback letters should be examined when determining a faculty member’s progress toward tenure for the current year.
Some departments find it useful for both the department chair and the chair of the Departmental P&T Committee to be present at the meeting when the result of the annual progress toward tenure decision is discussed with the pre-tenure faculty member. The following sample letter is an example of a written record of this meeting.

December 10, 2015

Dear Dr. Faculty Member,

The Department of --------- Promotion and Tenure Committee has met to evaluate your materials submitted for evaluation of progress toward tenure. As a faculty member in your xxxx year (contributing to the department in the areas of -------------), the committee finds that you are making satisfactory progress toward tenure at Ball State University.

The Committee identified two strengths they see in your teaching. First, your student ratings are above the department average and have improved from last year. No student complaints have come to the committee’s attention. Secondly, the three peer evaluations indicate the material you are teaching is appropriate for the courses you teach and you have demonstrated you are well versed in the subject matter. The one weakness in your teaching that the committee has identified is your accessibility to students. On numerous occasions during the times you have selected for office hours, students have come to the department office asking where you are. This is an area we feel you need to improve upon by your next tenure review.

The P&T Committee noted that you have one refereed publication since joining our department, one presentation at a professional meeting, and no grants. They believe there must be a noticeable increase in scholarly productivity before your tenure review next year. You should have the equivalent of at least one refereed research article or book chapter accepted for publication before your next review. If the $250,000 grant proposal you submitted this year is funded, that and a presentation at your professional meeting would suffice as the appropriate increase in scholarly productivity for next year’s tenure review.

Your service to the department is outstanding. You serve on the department equipment committee, department computer committee, and our internship committee. You are making good contributions in your professional organization by serving on their state program committee and chairing a research session at the national meeting. We encourage you to keep active in that organization and continue to be a visible scholar at the state and national levels.

We value you as a colleague who is cooperative and genuinely interested in the well-being of the department, and we have confidence you will be able to meet the expectations we have suggested to ensure a satisfactory progress toward tenure recommendation next year.

Sincerely,

Department Chair Department P&T Chair

Appealing Departmental P&T

Faculty members have the right to ask for a reconsideration of and/or appeal both promotion and tenure decisions made at the departmental level (see Faculty and Professional Personnel Handbook). The appellant may ask (in writing) for a reconsideration of the decision within ten calendar days following the date of the faculty member’s receipt of the written recommendation adversely affecting her or him. The written request shall be filed in the office of the department chairperson. After receiving a request for reconsideration, the Department Committee must meet to reconsider its initial adverse recommendation. The Department Committee must meet with the appellant if he or she so requests. The Department Committee must then state
in writing its position regarding the bases for the appeal set forth by the appellant within fifteen calendar days and furnish a copy of this statement to the appellant.

If the appellant is not satisfied with either the original Department Committee decision or the reconsideration response of the Department Committee, then he or she may appeal to the College Promotion and Tenure Committee. The request must be filed in the office of the academic dean within ten calendar days following the appellant’s receipt of the Department Committee’s original decision or reconsideration decision. Appeals may be filed without following the reconsideration process.

**SALARY**

**Department Salary Document**
Please send Department Salary Documents to the Dean’s Office each spring semester by the first Monday in March. This deadline is subject to change in response to University requirements.

**Appealing Departmental Salary**

Any member of a department may file a grievance of her/his evaluation and/or salary increment recommendation. All such grievances will be made initially to the individual's direct supervisor and then to the Dean. The Dean will be the final grievance level except in those situations where he/she is the direct supervisor, such as with department chairs. When the Dean is the direct supervisor, the Provost will be the final grievance level.

In all cases, the aggrieved has the burden of proving his or her allegations.

If an adverse salary increment recommendation decision is made at the departmental level, then the faculty member must first ask for a grievance hearing from the department following the department’s grievance policy. If the aggrieved is not satisfied with the response of the department’s grievance hearing, then he or she may file a grievance to the College Salary Grievance Panel. Such a grievance is to be filed with the Dean not more than ten (10) working days after notification of the aggrieved faculty member of the grievance hearings adverse recommendation. A grievance not timely filed will be barred unless the Dean determines that there is good and sufficient reason for the delay.

A College Salary Grievance Panel shall consist of three members (who are not members of the aggrieved faculty member’s department) selected by the Dean’s Faculty Advisory Council. The Dean of the College or his designee will attend the hearings and ask such questions of either party, as he/she deems relevant. Each grievance case will have its own panel formed to hear the grievance. Each panel will elect a chairperson and secretary from its members. All three-panel members must be present to hear the case.

**Preparation for the grievance hearing:**

1. At least five (5) working days prior to the date of the hearing, the aggrieved must submit a written statement to the Dean clearly detailing the basis (bases) of the grievance along with copies of all pertinent related documents;
2. At least five (5) working days prior to the date of the hearing, the aggrieved faculty member’s department (department chairperson or chairperson of the department salary grievance committee) must submit to the Dean a written statement clearly detailing responses by previous committees that have heard the grievance along with copies of all pertinent related documents;
3. At least (5) working days prior to the date of the hearing, both the aggrieved and the departmental representatives must submit to the Dean a list of witnesses (if applicable);
4. The materials listed above in Sections 1, 2, and 3 will be distributed for review to all parties participating in the hearing, excluding witnesses, at least three (3) working days prior to the hearing;
5. The chairperson of the grievance panel will open the hearing by outlining the steps for conducting the grievance hearing.

Steps for conducting the grievance hearing:

1. The grievance panel and the College Dean or a designee will have reviewed all materials previously submitted;
2. The aggrieved and faculty colleague will make a presentation not to exceed thirty (30) minutes (the time used by witnesses will be included within the thirty (30) minutes);
3. At the close of the aggrieved faculty member’s time period, members of the grievance panel may question the aggrieved and witnesses;
4. After the panel’s questions have been answered, the departmental representatives may give a rebuttal not to exceed five (5) minutes;
5. Following the rebuttal, members of the grievance panel may ask questions;
6. The departmental representatives will make a presentation not to exceed thirty (30) minutes (the time used by witnesses will be included within the thirty (30) minutes);
7. At the close of the department’s time period, members of the grievance panel may question the departmental representatives and witnesses;
8. After the panel’s questions have been answered, the aggrieved may give a rebuttal not to exceed five (5) minutes;
9. Following the rebuttal, members of the grievance panel may ask questions;
10. The chairperson of the grievance panel will ask both parties if they believe the hearing was conducted fairly (responses will be recorded in the minutes of the hearing);
11. The chairperson of the grievance panel may extend the time limitations with the approval of the majority of the panel.
12. At the close of questioning by the Grievance Panel, the affected parties will be asked to leave and the Grievance Panel will deliberate and vote on their recommendation to the Dean. The vote will be made by anonymous written ballot and will require a simple majority.
13. Written minutes will be prepared by the Grievance Panel secretary and made available to the affected participants.

Within ten (10) working days of the hearing, the Chairperson of the Grievance Panel shall provide the Dean with the Panel’s written recommendations for action. If the Dean deviates from these recommendations, the Dean must, within ten (10) working days of his receipt of the Panel’s decision, inform in writing the Grievance Panel and the aggrieved the reasons for his/her action.

Contract Faculty Salary Policy (Initial Hiring)

1. Salary for full-time (12 load hours per semester) academic year contract faculty will be negotiated based on education, experience, and market demand in their discipline.
2. Salary for a full-time (12 load hours) one semester only contract faculty will be negotiated based on education, experience, and market demand in their discipline.
3. Salary for a one-half (6 load hours) or three-fourths (9 load hours) academic year contract faculty will be established by prorating a negotiated academic year salary established for them based on education, experience, and market demand in their discipline.
4. An overload salary of $667 ($834 for emeritus faculty) per load credit will be paid to both regular faculty and contract faculty when their full-time load (12 load hours per semester) is exceeded.

Salary for a part-time contract faculty (less than 12 load hours) teaching on a semesterly basis (rather than an academic year) will normally be $667 per load hour. An exception to this can be made when market conditions make it necessary to negotiate a higher amount.
POLICIES AND PROCEDURES FOR UNIT REVIEWS
(Cycle of Unit Reviews is found in Attachment H)

Purpose: The purpose of an academic unit review is to assess the quality and effectiveness of that unit, to potentially modify the unit because of the review, and to provide benchmarks for additional planning and assessment. As such, unit reviews are a critical element in assessment and strategic planning.

Frequency and Cycle: Generally, a unit’s review will be undertaken no less than every five years. However, unit positioning within the university’s review cycle will reflect both external needs, such as the timing of accreditations and reaccreditations, and internal needs, such as equalizing across the cycle, to the degree possible, the number of evaluated units within each college and the number of unit reviews carried out within a given year. The actual review may take anywhere from several weeks to a full academic year depending on the size, complexity, and on-going initiatives of the unit. The Cycle of Unit Review lists the academic year in which the self-study is to be conducted. The final report, including any external review, is to be submitted no later than the beginning of the fall term of the following academic year.

“Unit” refers to the body of the whole: a department, center, or interdisciplinary studies program that stands as a whole. “Program” refers to areas of study within a unit, such as a major or minor, area of emphasis or concentration, interdisciplinary area of study that is a part of a larger unit, and/or degree level.

Units that are wholly accredited may submit their accreditation report as their review. Units that are partially accredited may choose to review the entire unit at the time of accreditation, or they may choose to submit the accreditation report as part of the larger unit review. For example, a unit in which only the undergraduate program is accredited may review the graduate program at the same time; a program that is reviewed every two years may submit a summary of those reviews at the time of the unit’s review.

Proposed Steps:

1. Determine in consultation with Dean and Provost if an external review will be part of the Unit Self Study
2. Conduct Unit Self-study and draft report
3. Review of self-study report by Dean and Provost
4. Review of self-study report by external reviewer if external review conducted
5. External Reviewer visit (but not required unless by external accrediting agency or at the request of the Provost and Dean)
6. External Reviewer report received
7. Action plan written and submitted to the Provost
8. Provost response sent to Dean and Unit head

Process and Outcome for External Review: The process begins with a unit self-study. The self-study is based upon a set of questions approved by the dean and the provost, and may include areas specific to a unit’s accreditation process. (see Unit Evaluation Areas document) After the self-study is completed, it is sent to an approved external reviewer (see below). After the external review is completed and the report received, the unit will consider the reviewers’ comments and, in consultation with the college dean, propose an action plan to address any issues raised. When the dean approves the plan, all materials will be sent to the provost for final consideration (i.e., approval, revision, reconsideration, etc.). When the provost approves the plan, it will be implemented and assessed annually in the unit’s annual report to the college dean. All unit reports will become a part of the college’s annual report to the provost.

Self-Study: The primary audiences for the self-study are the unit, the external reviewer(s), the college dean, and the provost. The self-study will begin with a reflective assessment by the unit in response to a series of
questions about the current state of its (1) curricula and pedagogies, as well as enrichment, co-curricular, immersion, and internship/placement activities, in the provision of excellent education and promotion of student success; (2) scholarly agendas and programs, grant and contract activity; and (3) university, professional, and public service. The self-study will then define and justify a direction for future activities in teaching, research, and service as related to the university’s strategic plan and/or accreditation guidelines. This may require reconsideration in whole or in part of the unit’s mission and goals.

**Logistics for Conducting External Reviews:** Generally units will bring to campus one or two external reviewers depending upon the complexity of the unit. However, accrediting agencies will often send a team of reviewers. In either case, funds of up to $2,000 including expenses are available in the Office of the Provost for each unit review. Because accrediting agencies may require a higher fee from the university, colleges with accredited units will need to budget additional monies for this purpose. Funds will be transferred to the colleges upon receipt of documentation, including letters of agreement with reviewers or agencies and verification of expenses. Generally, reviewers’ fees will not be paid until receipt of the report.

Reviewers are chosen by the unit with the approval of the dean and the provost. Names of reviewers and their credentials should be submitted to the dean and provost for approval at the earliest possible date. Dates for the campus visits of all reviewers should be finalized as early in the academic year as possible and communicated to everyone on the interview schedule. For more information, refer to **Guidelines for the External Reviewer**.

**Action Plan:** Consistent with the university’s strategic plan, the unit action plan will identify as specifically as possible the unit’s goals in each area of teaching, research, and service to be achieved over the next five-year period. It will provide annual benchmarks against which the unit’s progress will be measured in its annual report to the college dean. If new resources (e.g., faculty, facilities, equipment, budgets, assistantships, scholarships, etc.) are required, they will be enumerated and justified. The unit will propose reasonable plans to fund or acquire the needed resources.

**Annual Reports:** During the five-year implementation period, units will annually report progress toward achieving benchmarked goals to their college deans. Annual reports will be based on valid and reliable assessments of teaching, research, and service. The annual report will provide also a structural mechanism for making mid-course corrections should the goals or the assumptions about resource availability, funding, etc., prove too unrealistic to be reasonably achieved.

**POLICY REGARDING MINORS**

Any university employee, students, or volunteers participating in programs involving minors must comply with the requirements of the Ball State University Policy Regarding Minors. During the planning stages of any program that will involve minors, please visit the following link: [http://cms.bsu.edu/about/administrativeoffices/riskmanagement/relatedpolicies/policy-regarding-minors](http://cms.bsu.edu/about/administrativeoffices/riskmanagement/relatedpolicies/policy-regarding-minors)

Please contact the Office of Risk Management at 285-2527 for additional assistance.

**SPECIAL ASSIGNED LEAVE**

As you prepare to review and approve Special Assigned Leave applications from faculty in your department, please keep in mind the following:

1. There is no assurance funds will be available to replace faculty on Special Assigned Leave.
2. You may need to schedule specific courses a faculty member teaches to a different semester if that faculty member will be on leave during the normal time that course is offered.
3. If you have more than one faculty member applying for Special Assigned Leave during the same year, the leaves must be spread as evenly as possible over the academic year rather than all within the same semester.
4. Remember that academic year Special Assigned Leaves (both semesters) pay the faculty member one-half salary, leaving the other half to be used to replace them in the classroom (if necessary).
5. It is very important that you be as detailed as possible in your written support (or lack of support) of the Special Assigned Leave application. Pay special attention to the nature and value of the leave. Be sure it is clear what the applicant intends to do during the leave and how this activity will benefit her/him, the department, and the university.

**TRAVEL POLICY**

It is important that “Authorization for Travel” be completed and approved by the department chair and the Dean’s office BEFORE travel begins—regardless if the traveler is requesting reimbursement or not (Travel Authorization and Expense Manager are found in Banner under Travel and Expense). This is an insurance issue and helps protect the traveler if a problem or accident should occur during the trip. Travel Authorization is required for ALL university business related travel. This also includes anyone traveling on BSU Grant related business. **The Dean’s Office cannot approve reimbursement for any trip for which there is no “Authorization for Travel” completed prior to travel.**

The “Student Field Trip Notice” **should be completed** and in the Dean’s Office at least **three business days** prior to traveling. If departments have field trips that will only take place depending on the weather conditions or other circumstances, a master list containing the required student information can be prepared ahead of time for the class. This will eliminate the circulation of the form to each student for each trip. The form may then be photocopied (with name of any student not traveling marked out) and walked through to the Dean’s Office and the other appropriate offices prior to departing campus. University vehicles will NOT be reserved for student field trips unless the proper authorization has been completed.

Faculty and staff who drive university vehicles must have a valid Indiana driver’s license. Students who are employed by the university are not required to have an Indiana driver’s license, but must have a valid US drivers license.

Faculty teaching for the School of Online and Distance Education must submit their travel authorizations directly to Online and Distance Education. A blanket travel authorization form with the School of Online and Distance Education indicating the dates during the semester the faculty member will be traveling if he/she is using their personal car.

BSU does not have an agreement with the Dayton airport for one-way rentals. If one-way rentals are requested to and from the Dayton airport, the charges will be significantly greater than the amount charged for one-way rentals from the Indianapolis airport.

When bringing in faculty candidates, departments should plan on having a faculty member use a university vehicle to pick up the candidate at the airport. The Dean’s Office discourages the use of rental vehicles from the airport by the candidate. This is an additional expense to the university and does not present a good image of the department.

**International Travel**

Before planning any international travel please review the Ball State University International Travel Policy found at:

[http://cms.bsu.edu/about/administrativeoffices/riskmanagement/relatedpolicies/internationaltravel](http://cms.bsu.edu/about/administrativeoffices/riskmanagement/relatedpolicies/internationaltravel)

It is important that all faculty and students involved in international travel read the policy and complete the policy requirements. International travel requires the completion of form ORM 1 – International Travel, which can be found at the link above. Questions can be forwarded to the Office of Risk Management at 285-2527 or ORM@bsu.edu.
Driving Policy
If travel involves faculty or student drivers, please review the Ball State University Driving Policy that can be found at the following link:
http://cms.bsu.edu/about/administrativeoffices/riskmanagement/relatedpolicies/drivingpolicy

WORK RELATED ACCIDENTS/ILLNESSES AND WORKER'S COMPENSATION

The accident report form to document all on-the-job injuries can be printed from the BSU website. http://cms.bsu.edu/about/administrativeoffices/humanresources/current-employees/hrforms Scroll to the bottom for Worker's Comp First Report

Accident reports should continue to be completed by the injured employee's supervisor and should be forwarded to the Health Center within twenty-four (24) hours of the accident's occurrence. The Health Center FAX number is 285-1103.

Regardless of the nature or severity, all injuries incurred when on the job must be reported to supervision at once, during the same shift on which the injury occurred. The Health Center provides and/or directs the medical care for employees injured on the job. The Health Center hours are 8:00 a.m. to 4:30 p.m. Monday, Thursday, and Friday and 9:00 a.m. to 6:30 p.m. on Tuesday and Wednesday. The doors lock and last patients are accepted at 4:30 p.m. and 6:30 p.m. respectively.

Employees injured outside Health Center operating hours whom are in need of immediate medical treatment but whose injuries are not so severe as to warrant Emergency Room treatment, should be referred to the US Health Works medical clinic on 3911 W. Clara Lane which is open 8:00 a.m. to 7:00 p.m. Monday through Friday, and 8:00 a.m. to 6:00 p.m. on Saturday and Sunday, except major holidays. After Health Center and US Health Works hours or due to the severity of the injury, such injured employees should be referred to the BMH Emergency Room, which is open twenty-four (24) hours a day every day.

The right to direct the medical treatment of employees injured on the job is retained by the University. Therefore, the decision of when and where to send an employee for medical treatment will be made by the person in charge of the affected employee's shift based on the nature and extent of the injury. If an employee is referred to US Health Works or the Emergency room, the person in charge of that shift who made the referral should leave a voice mail message for Melissa Rubrecht at 285-1835, so that we may begin to manage the worker's compensation claim and verify worker's compensation coverage when I am contacted by the medical provider on the next business day.

If an employee is referred outside of the University for emergency treatment, the employee must follow-up at the Health Center the next day the Health Center is open. Although US Health Works or the Emergency Room clinics may advise the employee to return there or to his/her personal physician for follow-up treatment, such non-emergency visits are not covered by worker's compensation.

In addition, specific internal departmental regulations for handling and reporting on the job injuries should continue to be followed. Questions regarding worker's compensation or on the job injuries should be directed to Melissa Rubrecht, Director of Employee Relations and Affirmative Action, AD 335, 5-1823. Additional information on Workers Compensation procedures can be found at the link below:
http://humanresources.iweb.bsu.edu/learndev/workerscompensation/melissa.html
ATTACHMENT A

COLLEGE OF SCIENCES AND HUMANITIES
DEAN'S SALARY SUBUNIT
SALARY PLAN

I. PURPOSE

The purpose of this salary plan is to provide guidance and explain the criteria for distributing salary money within the Dean's salary subunit. This plan will also serve to attract, retain, and reward members of the subunit and to recognize differences in their job performances.

II. MEMBERSHIP OF SALARY SUBUNIT

The members of this subunit include the College's Associate Deans and Department Chairs.

III. PROCESS

An annual performance assessment for each member of this salary subunit will be conducted by the Dean, except for those individuals whose immediate supervisor is not the Dean. In those cases, the immediate supervisor will conduct the assessment, which will be reviewed by the Dean. The assessment will be carried out by means of the criteria specified in VII below. The weights attached to each of the criteria will vary between and among individuals and will be assigned by the immediate supervisor and the Dean only after discussion with the individual concerned.

IV. DISTRIBUTION OF SALARY INCREMENT MONEY

Salary increment money will be distributed upon the basis of the quality of performance. No salary increment will be given individuals whose performance is judged to be unsatisfactory. Attention will be given to the differing characteristics of individuals, for example, the scope of their job responsibilities and their marketability.

V. IMPLEMENTATION

These guidelines must be approved by written ballot by a majority of the individuals covered by this plan. The guidelines may be reviewed and subject to amendment annually. Guidelines approved by members of the salary subunit must subsequently be approved by the Dean, Provost, and University Salary Committee.

VI. GRIEVANCE PROCEDURE

Any member of this salary subunit may file a grievance of her/his evaluation and/or salary increment recommendation. All such grievances will be made initially to the individual's direct supervisor and then to the Dean. The Dean will be the final grievance level except in those situations where he/she is the direct supervisor, such as with department chairs. When the Dean is the direct supervisor, the Provost will be the final grievance level. See procedures on page 23 of this document.

VII. CRITERIA
Each individual will be evaluated in each of the following areas, plus any other areas that are mutually agreed upon by the individual and her/his direct supervisor:

A. Job performance in light of responsibilities and constraints. This includes:
   - Leadership
   - Management
   - Supervision
   - Communication
   - Professional Example

B. Human relations with colleagues and constituents

C. Personal achievements, teaching effectiveness, scholarly work, professional service

D. Other relevant factors and special circumstances (marketability, etc.)

It is neither expected nor implied that the above items are to be weighted equally. Each individual's immediate supervisor may conduct periodic formal and informal evaluations throughout the year as a basis for the judgments made above. In addition, each individual is urged to provide her/his immediate supervisor and the Dean with any other supporting material that he/she feels is appropriate.

Each individual's immediate supervisor will discuss with that individual the nature and character of the annual salary recommendation within 15 working days of the evaluation and recommendation being made. It is appropriate at that time to formulate performance expectations and goals for the individual for the following year and to identify any problems that need attention during that following year.
ATTACHMENT B

TO: Ball State University Teaching Faculty
FROM: Larry Markle, Director
SUBJECT: Policies and Procedures Relative to Students with Disabilities

Providing Access and Opportunity for Students with Disabilities
Disability Services (formerly Disabled Student Development) assists faculty by determining if students qualify for reasonable and appropriate disability accommodations as outlined in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, as amended in 2008. In determining who is eligible for accommodations, Disability Services reviews relevant medical and psychometric documentation of the student's disability. When deciding what accommodations would be reasonable for a student with a disability, Disability Services is careful not to offer an accommodation to a student which may violate the integrity of the course or fundamentally alter an essential component of the course. Disability Services strives to ensure the civil rights of our students with disabilities while at the same time protecting institutional standards.

In keeping with federal and university policies and with best practices, the following items should be considered in an attempt to create a welcoming classroom environment for students with disabilities. Please refer to the DS webpage for more information: www.bsu.edu/disabilityservices

Syllabus Statement
Please include the following statement on each course syllabus and read it aloud during the first week of each term:

If you need course adaptations or accommodations because of a disability, please contact me as soon as possible. Ball State’s Disability Services office coordinates services for students with disabilities; documentation of a disability needs to be on file in that office before any accommodations can be provided. Disability Services can be contacted at 765-285-5293 or dsd@bsu.edu.

While it is always best for students to communicate early in the term, we may not put dates or deadlines on legal rights. Should a student request an accommodation, indicate that you will be able to discuss that when he/she has presented you with a letter from the Disability Services office.

Accommodation Letters
Faculty members are under no obligation to provide any accommodations to a student until the student presents the faculty member with a letter of accommodation from the Disability Services office. Before determining what accommodations would be appropriate for a student, Disability Services meets with the student and reviews disability documentation that must be age-appropriate, comprehensive, and must clearly diagnose a disability. Accommodation letters will be on Disability Services letterhead and verify the student's disability, list appropriate accommodations, and describe options for the administration of accommodated tests.

When the student presents you with this letter, the two of you should meet to determine the method for the provision of these accommodations. The two of you may agree that you will provide these accommodations in an appropriate setting (possibly your office or the departmental office). Or, if you and the student agree, you may utilize the accommodated testing program offered through the Learning Center (North Quad 350). Staff at the Learning Center will work with you and the student if you choose to utilize this testing option. Procedures have been developed at the Learning Center to maintain test security and the standards set by you and the university.

Exams on inQsit and Blackboard
If you use inQsit for online exams, Disability Services can simply program in the necessary extended time if the student logs onto the system through his/her BSU username & password. If you use
Blackboard and a student needs extended time for an exam, there are two ways you could do this. If the Blackboard system does not shut the student off after the allotted time, you can simply permit the student to continue taking the exam for longer than you have assigned. The other option is to create a separate section of the exam for this student and extend the time allotted for the test. More information about how to do this is available on Disability Services’ website at: www.bsu.edu/disabilityservices (go to ‘Faculty Resources’, then ‘Blackboard’).

**Making Technology Accessible for Students with Disabilities**
While technology has offered individuals with disabilities access to many new opportunities, not all new technology has been created with access in mind. If you are creating or using technology in your classes, please consider how a student with a disability would access that program; how would a student who is blind or deaf use the technology? If you are using media/technology in any of your classes, it is necessary that the technology be accessible to students with disabilities. BSU has terrific resources to ensure technological access.

**For students with visual impairments:** Contact Carlos Taylor, BSU's Adaptive Technology Specialist, (cetaylor@bsu.edu, 285-6124) to ensure that technology is accessible for students using adaptive software. Carlos can also assist with Braille and other options for making text accessible.

**For students who are deaf/hard of hearing:** If captioning is needed for any video used in class, first contact Educational Resources (285-5333) to see if there is a captioned version available. If not available, contact Jeff Bowers (285-2766) at the Teleplex to get assistance with captioning of the video. Advance planning is important as adding captions to video is a laborious process.

**Field trips**
When planning a field trip and providing university transportation for the class, please plan ahead if there are access needs. Contact Transportation (285-1022) for assistance in arranging for an accessible vehicle. Extra costs (if any) will be paid by the university.

**Emergency Evacuation Procedures**
Since elevators should not be used for evacuation during an emergency, persons with mobility impairments will need assistance evacuating. First, contact Public Safety (285-1111) to notify the first responders of the location of the person with a disability. If there is no immediate danger, take the individual to a safe place to await emergency personnel. Whenever possible, someone should remain with the person while another individual exits the building and notifies emergency personnel of the mobility impaired person's exact location.

Only in situations of extreme and immediate danger should you try to evacuate a wheelchair user yourself. The person with the disability is the best authority on how he/she should be moved. Ask before you move someone. While it is best to let professional emergency personnel conduct the evacuation, a person with a mobility impairment can be carried by two people who have interlocked their arms to form a "chair" or by carrying the person in a sturdy office chair.

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<tr>
<th>Disability Services</th>
<th>Phone: 765-285-5293</th>
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<tr>
<td>Student Center 116</td>
<td>TDD: 765-285-2206</td>
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<tr>
<td>Ball State University</td>
<td>FAX: 765-285-5295</td>
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<tr>
<td>Muncie, Indiana 47306</td>
<td>Email: <a href="mailto:dsd@bsu.edu">dsd@bsu.edu</a></td>
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## ATTACHMENT C

### COLLEGE OF SCIENCES AND HUMANITIES
### NEW FACULTY APPOINTMENT RECOMMENDATION SUMMARY

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<th>Department:</th>
<th>Faculty Member's Name:</th>
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<td>Rank:</td>
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<td>Beginning Salary:</td>
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<td>Years toward tenure:</td>
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<tr>
<th>Start-up:</th>
<th>$ Amount</th>
<th>Funding source* (Dept., College, Facilities, Instructional Equip., Comp. Tech.)</th>
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<td>Desktop computer</td>
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<td>Laptop computer</td>
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<td><strong>Total start-up funds</strong></td>
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Moving expenses: $2000 (Maximum of $5,000) subject to policy guidelines.

Signature Department Chair: ___________________________ Date: ____________

Signature Dean: ___________________________ Date: ____________

* Start-up paid from Instructional Equipment or Computer Technology funds will be ranked as the department's first priority. This should be included and ranked as the department's first priority on their equipment requests.
March 1, 2017

Dear Mr./Ms./Dr. XXXXXXXX:

I am delighted to inform you that I will be recommending your appointment to a tenure-track position as Assistant Professor in the Department of AAAAAAAAAA, for an academic year salary of $BBBBBB. In addition, as we discussed, the department will recommend that you receive (list the specific items agreed to from the New Appointment Recommendation Summary sheet or, if lengthy, refer to here and attach a list with the letter).

Typically, faculty members are considered for tenure in the seventh year of residence, however they are evaluated and apprised of their progress annually. [If credit toward tenure has been negotiated and agreed to by the dean add:] Because of your prior service, we have agreed to credit you with C [not more than 2] year(s) toward tenure.

[If faculty member lacks a terminal degree insert the following] Please note that my recommendation is contingent upon your ability to complete your degree by [date indicated in position announcement]. Failure to complete your degree by that date will result in termination of this recommendation and resulting employment offer.

Please indicate your continued interest in this recommendation moving forward by sending me an e-mail response at [insert your BSU e-mail address], then sign this letter below, and return it to me not later than (choose a date approximately 10 days out).

We look forward to hearing from you.

Yours truly,

I. M. Fearless, Ph.D.
Chair

Signature ___________________________ Date ____________
ATTACHMENT E

FACULTY AND PROFESSIONAL PERSONNEL
HIRING REMINDERS

In order to assure a smooth transition for your new hire, please keep the following pointers in mind:

- The successful applicant must complete the Background Check process in cooperation with Human Resources. The department will be notified when the background check results have been received.

- The Candidate Information Form should be completed and emailed to Human Resources as soon as possible after the recommendation for employment has been made. HR will use this form to initiate the background check through RSI. The form is available at http://cms.bsu.edu/-/media/www/departmentalcontent/humanresources/pdfs/forms/hr-190%207_16%20candidate%20information%20form.pdf?la=en or at Candidate Information Form at http://cms.bsu.edu/about/administrativeoffices/humanresources/current-employees/hrforms

- Background checks – RSI will send an email invitation to the candidate with a link allowing them to securely submit information online for pre-employment background checks. RSI is the vendor processing BSU background requests.

- Human Resources will contact the candidate to secure the information required to create the BSU ID number and then email the department that number. The ID number will allow the department to enter an Electronic Personnel Action Form (EPAF) into Banner with appropriate approval levels. This EPAF is the main mechanism that generates the official offer of employment in the form of the contract letter.

- Please refer to the Employee Guide which has information regarding orientation, parking arrangements, obtaining a BSU ID card, and setting up an Outlook email account.

- The successful candidate must begin the employment verification process by visiting Human Resources (AD 350) on or before the first day of employment to complete an I-9 form. Please see Lists of Acceptable Documents for information regarding required verification documents.

- The successful candidate will need to provide an original transcript of their highest degree and a complete vita/resume to Human Resources within their first week of employment.

- For questions, please email ERPHR@bsu.edu.
ATTACHMENT F

RECOMMENDATIONS
for
UNUSUAL APPOINTMENT

e.g. Associate Professor
Professor

1. Name of candidate____________________________________________________

2. Brief description of the position________________________________________
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________

3. Rank proposed: Assistant____ Associate____ Professor____

4. Unusual condition warranting this appointment
   a. Need___________________________________________________________
   b. Credentials_____________________________________________________
      ______________________________________________________________
      ______________________________________________________________
      ______________________________________________________________

5. Are there existing members of the department who could fill this vacancy?
   Yes____ No____

Approved__________________________
Department Chairperson

Approved__________________________
Dean of College

Approved__________________________
Provost

*For new hires only. CV should accompany
A moving expense allowance may be approved by the Provost and Vice President for Academic Affairs for new tenure or tenure track faculty appointments. This policy provides guidelines for the moving expense allowance.

1. Required Approval

College Deans may recommend to the Provost and Vice President for Academic Affairs a moving expense allowance for a new tenure or tenure track faculty appointment within their area of responsibility. The recommendation must be in writing and submitted to the Provost and Vice President for Academic Affairs prior to the appointment of the individual being hired.

The Provost and Vice President for Academic Affairs has the sole authority to determine the amount of the moving allowance that will be offered to each individual within the constraints of this policy. All recommendations for a moving expense allowance approved by the Provost and Vice President for Academic Affairs will indicate any applicable limitations and the maximum dollar amount. Copies of the approved request will be returned to the appropriate College Dean and the Director of University Budgets. A template approval form is attached to this policy.

2. Payment Process

The moving expense allowance will be paid on a reimbursement basis for valid moving expenses only. Upon completion of the move, a direct pay request supported by the appropriate expense receipts (and approval form) should be entered into SciQuest for review and approval.

3. Valid Moving Expenses

Allowable moving expenses include the following:

- Standard common carrier tariffs for moving household goods, furniture, clothing, appliances, books, and other personal property related to the individual’s profession.
- Packing and insurance costs on household goods paid to a common carrier.
- Costs associated with a do-it-yourself move like truck rental, packing supplies (boxes, packing material, tape, etc.), and fuel for the rental vehicle.

Expenses specifically excluded from valid moving expenses are as follows:

- Personal travel expense incurred during relocation process (including, but not limited to, lodging, airfare, mileage and meal expenses).
- Storage charges, including in-transit storage and handling charges.
- Expedited moving charges.
- Transportation of animals, pets, automobiles, boats, trailers, recreational vehicles or building materials.
• Moving property of commercial enterprise engaged in by the individual or the individual’s immediate family.
• Moving material, which is not the property of the individual or the individual’s immediate family.
• Cleaning service for the former residence or new residence.
• Fees or costs associated with selling, purchasing or leasing a residence.
• Alterations to furnishings.
• Costs associated with items damaged or lost during move.

4. Maximum Amount

The maximum amount that may be paid for a moving expense allowance is $5,000 as follows:
• 100% of the first $2,500 in valid moving expenses, plus
• 50% of the next $5,000 in valid moving expenses.

5. Source of Funds

• The first $2,000 in reimbursement will be funded centrally by the University. The Director of University Budgets will be responsible for this account.
• Any additional approved amounts (up to the maximum of $5,000) will be shared by the University and the applicable Department/College (from one of their eligible Foundation accounts), in the following proportion:
  o 30% from the University’s central funding account
  o 70% from the applicable Department/College’s Foundation account

6. Responsible Office

This policy is applicable to all eligible faculty members and is maintained by the Associate Vice President for Business Affairs and Assistant Treasurer (5-1186). Specific questions can be directed to the Office of University Budgets (5-1122).
ATTACHMENT H
Cycle of Unit Reviews

Units complete their self-studies (and external evaluations where appropriate) during the listed AY. Reports are due No Later than the beginning of the Fall term of the subsequent AY. Departments who are accredited by a national agency are expected to complete unit reviews per the list below regardless of their accreditation time-line. Accreditation reports may be a part of the unit self-study as the unit self-study may be a part of the accreditation report. Please refer to: Academic Affairs Policies and Procedures for Unit Reviews (available from the Provost’s Office). Unless otherwise specified the unit as a whole is being reviewed.

2015-2016

Anthropology
Educational Leadership
Educational Studies
Finance & Insurance
Graduate School
History
ISOM

Journalism
Nursing
Physics and Astronomy
University College
Urban Planning

2016-2017

Accounting
Burris
Communication Studies
Criminal Justice & Criminology
English
Health Sciences
Honors College

Landscape Architecture
Modern Languages and Classics
School of Music
Special Education
SPAA
Theatre & Dance

2017-2018

Architecture
Art
Computer Science
Family and Consumer Sciences
Chemistry

Natural Resources & Envr Mgt
Psychological Science
Telecommunications
Theatre & Dance
Women & Gender Studies

2018-2019

Geography
CICS
Counseling Psychology & Guidance Services
IEI
Indiana Academy

Sociology
Mathematical Sciences
Marketing & Management
Social Work
Technology
Cycle of Unit Reviews (continued)

2019-2020

Biology
Economics
Educational Psychology
Elementary Education

Geological Sciences
Philosophy & Religious Studies
Political Science
RCIP (?)
SPESES

2020-2021

Anthropology
Educational Leadership
Educational Studies
Finance & Insurance
Graduate School
History
ISOM

Journalism
Nursing
Physics and Astronomy
University College
Urban Planning