



SUFFOLK
UNIVERSITY
BOSTON

COLLEGE OF
ARTS & SCIENCES

COLLEGE OF ARTS AND SCIENCES FACULTY MANUAL

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1 INTRODUCTION

1.1 DESCRIPTION

This is the CAS Faculty Manual for the College of Arts and Sciences (referred henceforth as the CAS Manual). It supplements the University Faculty Handbook, and outlines policies and procedures specific to the College of Arts and Sciences Faculty.

Departments, department chairs, faculty committees, and administrators are responsible for implementing the policies published in this Manual.

Faculty Assembly approval is needed for all sections unless otherwise indicated; certain items require a two-thirds majority, as noted below. A quorum of participating faculty is required in order to vote. Eligibility and quorum are defined elsewhere in this Manual.

1.2 AMENDMENTS

The CAS Faculty Manual may be amended from time to time by an affirmative vote of two-thirds of the members present who are eligible to vote. Written notice of the exact wording of the proposed amendment shall be given at least one week in advance of the Faculty Assembly meeting at which action thereon is to be taken.

Amendments may originate either in the Faculty Assembly or the Educational Policy Committee (EPC), but in either case, shall be reviewed by the EPC and reported to the Faculty Assembly. Should the EPC fail to make its report at the next Faculty Assembly meeting on amendments that have been initiated at Faculty Assembly, the Faculty Assembly may proceed to act on the amendment directly. Only EPC needs to approve technical changes to the manual (such as changes in due dates).

2 FACULTY GOVERNANCE

2.1 INTRODUCTION

Section Two of the University Faculty Handbook states,

“Suffolk University is committed to a model of shared governance. This model recognizes that the University administration, program directors, Deans, Department Chairs, and the Faculty each has a legitimate and necessary role in formulating and evaluating academic and administrative policies and in participating in those processes. The Faculty shares responsibility for the implementation of the academic mission of the university. The Faculty also shares responsibility for the creation, implementation, and resolution of policies and issues that relate to academic freedom; Faculty governance; professional ethics; standards and responsibilities; curriculum; Faculty status; assurance of learning; academic program creation and review; and those aspects of student life that relate to the educational process. In order for the Faculty to adequately fulfill that role, Department Chairs, Deans and other administrators should supply appropriate information to the Faculty to aid them in making informed decisions.”

2.1.1 Governance Statement

Article VII Section 7.4.1 of the By-laws of Suffolk University (henceforth the “By-laws”) states that each school “shall be governed by its respective Faculty subject to the authority, duties and responsibility of its Dean”. Furthermore, the Faculty shall “have the oversight and control of their respective student body” (Section 7.4.2) and “Each Faculty shall have legislative power in matters pertaining strictly to the academic interest of its own department¹, subject to approval or disapproval of the Academic Affairs Committee of the Board of Trustees” (Section 7.4.2.3).

Any policy promulgated as having CAS faculty approval must have been approved by the Faculty Assembly.

2.1.2 Voting Rights for Committees

Unless otherwise specified, all CAS Faculty, with the exception of faculty members who are serving outside the College of Arts and Sciences in an administrative position that is at least three-quarters of full-time, are eligible to vote in the election of

- (i) members of CAS committees, and
- (ii) CAS representatives to university-wide committees.

¹ The word “department,” as used in Article VII, Section 7.1 of the By-Laws of Suffolk University, signifies—in accordance with the historical usage of this word by the trustees when referring to all-University affairs— “school or college.”

2.2 FACULTY ASSEMBLY

2.2.1 Name

This organization shall be known as the Faculty Assembly of the CAS.

2.2.2 Object

The Faculty Assembly of the CAS shall have the responsibility to exercise the legislative function of the faculty as provided by Article II.D of the University Faculty Handbook.

2.2.3 Membership

As stipulated in Article VII Section 7.4.1.1 of the By-laws, “the faculty of any particular school or college consists of all professors, associate and assistant professors and such other members of the teaching staff as may be designated by the Dean and approved as provided for in the Faculty Handbook.”

All full-time instructors and faculty on phased retirement are considered to be members of the CAS Faculty.

All Faculty members “are expected to attend the stated and special meetings of their respective Faculties” and “all members may participate in discussion” (By-laws Section 7.4.2.1).

The voting (“enfranchised”) members of the Faculty Assembly consist of all professors, associate professors, and assistant professors whose primary locus of appointment is within the CAS, as well as the Dean, the President (if they are a tenured professor in CAS), and full-time instructors in CAS who have served two full-time consecutive years as instructors (as allowed under the authority granted by Article VII Section 7.4.2.1 of the By-laws).

2.2.4 Speaker

The Speaker of the Faculty Assembly is also the chair of the Educational Policy Committee (EPC). Henceforth in section 2.2, this person may be referred to as Speaker.

The Speaker has the following duties:

- call and preside over all meetings of the Faculty Assembly
- serves as a nonvoting member and Chair of EPC (see section 2.4.2)
- consult with EPC, the Dean’s office, the CAS Faculty Senators, UCC, PTR, and other stakeholders to determine the agendas for Faculty Assembly
- review minutes of the Faculty Assembly and ensure their distribution, with help from the Dean’s office administrative team (see section 2.2.8.2)
- move forward decisions voted by the Faculty Assembly when they are administratively practicable
- edit the CAS Faculty Manual to reflect the policy changes enacted by the Faculty Assembly, and to increase clarity and consistency

The Speaker will receive administrative support from the Dean’s office as needed.

The elected Speaker of Faculty Assembly also serves concurrently as Chair of EPC (see section 2.4.2). For both roles, the faculty member will serve a two-year term. The faculty member may run for no more than two consecutive terms. The Speaker will be elected in a special CAS-wide election, run by the Election Committee, prior to other committee elections. The Election Committee will solicit self-nominations and nominations for the position. Faculty members may decline the nomination. All full-time faculty members are eligible to vote for Speaker. Should no faculty member be elected as Speaker, then the Dean shall become acting Speaker of the Faculty Assembly until the following year and EPC will elect a Chair amongst its members.

The Speaker must be a tenured CAS faculty member. During their term, the Speaker shall not be a member of PTR nor should they be concurrently serving as a department Chair or in any other significant administrative capacity (e.g. cannot be an assistant or associate Dean). Program directors are eligible to be Speaker.

Given the extensive labor and time required, the Speaker shall have the choice to receive a one-course per year reduction in teaching load or an equivalent stipend per year for the duration of their term.

The Speaker may designate a member of the tenured CAS Faculty to temporarily serve in their stead for one meeting in case of illness, travel, or extenuating circumstances. In the case of an extended absence (more than one month), the Dean shall become acting Interim Speaker and shall immediately call for an election for a new Speaker.

The Speaker may be subjected to a vote of no confidence by a simple majority of the Faculty Assembly. If a motion of no confidence is made and receives a second, the Dean of CAS will immediately assume the role of Speaker and manage discussion of, and voting on, the motion of no confidence. If the motion passes, the Dean shall become acting Interim Speaker and shall immediately call for an election for a new Speaker. The Dean would work with EPC to determine an equitable decision regarding course releases and compensation for the outgoing and incoming speakers.

2.2.5 Meetings

Prior to the start of the semester, the Speaker shall plan a minimum of three Faculty Assemblies per semester in coordination with the Dean's office to minimize meeting conflicts. Additional Faculty Assemblies will be scheduled by the Speaker if requested by the Dean, a majority of EPC, or 25% of the enfranchised members of the Faculty Assembly. A Faculty Assembly Meeting may be canceled if a majority of EPC deems that there is insufficient business.

Motions may be brought to the CAS Faculty Assembly by a majority of the sitting CAS faculty senators. The sitting CAS faculty senators shall be asked, in advance of any CAS Faculty Assembly, whether there are items they wish to put on the Assembly agenda.

Motions and any supporting documents should ordinarily be circulated to faculty members at least a week in advance of the Faculty Assembly meeting on which they will be voted.

Electronic voting is permitted.

The Speaker (or their one-time designee) and the presence – in person or online - of 40% of the enfranchised members of the Faculty Assembly shall constitute a quorum.

2.2.6 Parliamentary Authority

Meetings shall be conducted in accordance with the current edition of Robert's Rules of Order. The Speaker may choose to appoint a faculty member to serve as Parliamentarian of the Faculty Assembly for the sole purpose of ensuring that Roberts' Rules and procedures are being properly used during Faculty Assembly.

2.2.7 Electronic Voting Between Faculty Assembly Meetings

Electronic voting between faculty assembly meetings is permitted on matters that would normally require consideration at a meeting of the Faculty Assembly, under the following conditions:

- EPC must determine that the issue cannot reasonably wait until the next meeting of the Faculty Assembly.
- Motions, and any supporting documents, must be circulated to faculty members at least a week in advance of the close of the vote.
- During this week the EPC shall ensure that an opportunity for public discussion be arranged, including electronically.
- The voting shall be run by the Elections Committee, with oversight from the EPC.
- In order to pass, a motion must get a majority of votes cast, with a voting quorum as defined by the Manual.
-

2.2.8 Meeting Minutes

The administrative staff in the Dean's office are responsible for recording meeting minutes of the Faculty Assembly. After review by the Speaker, the draft of the meeting minutes will be made available to all full-time faculty members prior to vote approval in Faculty Assembly. The administrative staff in the Dean's office are responsible for archiving approved meeting minutes and making them widely available to all full-time CAS faculty.

2.3 ACADEMIC DEPARTMENTS

2.3.1 Department Chairs

CAS department chairs are appointed by the Dean for a three-year term, which may be extended, but should not generally exceed six years in a row. Department chairs are responsible to the Dean, and their duties include the following:

1. Serving as administrative heads of their departments with responsibility for the supervision of faculty and non-administrative staff, including program directors, where applicable.
2. In consultation with their departmental peers, formulating departmental goals and objectives that follow from and support the University and College Strategic Plans.
3. Preparing an annual report, as requested by the Dean.
4. Evaluating student learning objectives and outcomes for the major.
5. Supervising teaching within the department, and coordinating classroom observations of part-time and full-time faculty.
6. Making teaching assignments and preparing departmental teaching schedules, subject to the approval of the registrar and the Dean.
7. Supervising the advising of all departmental majors and minors, as well as non-majors taking electives or core requirements in the department.
8. Preparing and updating program evaluations for the major, undergraduate and graduate catalog copy, and departmental website content.
9. Making recommendations to the Dean on the selection, retention, promotion, sabbatical leaves, tenure, and dismissal of faculty members in their department.
10. Preparing the annual review, sabbatical, promotion, and tenure letters for faculty.
11. Cooperating with other University departments and administrative staff by providing information on departmental policies, curriculum changes, and student records.
12. When appropriate, preparing proposals to solicit funds from foundations or from the state or federal government for projects related to the development of the department and the University.
13. Managing the department's budget.
14. Holding at least one departmental meeting a semester.
15. Maintaining a well-organized archive of materials related to the running of the department.
16. Carrying out other assignments as needed and assigned by the appropriate officers of the University.

Department chairs are evaluated by the Dean on an annual basis, in consultation with departmental faculty. Evaluation forms are distributed to faculty near the end of the academic year and provided as input to the Dean of the College.

Department chairs are eligible to apply for sabbatical leave, under the conditions set out in section 8.A of the University Faculty Handbook. A department chair who is granted a sabbatical, and whose appointment as chair is ongoing, may, if they so choose, opt for a "chair's sabbatical". Under this arrangement, the chair has no teaching obligations for the academic year, but continues to fulfill all their duties as chair, and undertakes usual other service obligations (except that they may not serve on the PTR committee).

2.4 COMMITTEES

2.4.1 Promotion and Tenure Review Committee

The procedures for constituting this committee, and its responsibilities, are set out in section 3.4.6 below.

2.4.2 Educational Policy Committee

2.4.2.1 Purpose

The Educational Policy Committee (EPC) shall

- a) propose policy or revisions of existing policies concerning curriculum, standards for earning degrees, examinations, and academic standards to the Faculty Assembly.
- b) conduct curriculum and governance reviews of any academic changes affecting other departments or the CAS as a whole. For example, changes that impact the CAS-specific core curriculum, divisional requirements, introduction of a new minor or major, elimination of a minor or major, or that are in any way interdepartmental in scope, must be reviewed by the appropriate undergraduate or graduate curriculum committee, EPC, and Faculty Assembly. When in doubt, EPC will err on the side of bringing changes through the full review process.
- c) appraise continuously and, when appropriate, propose changes in the educational policies and programs of the CAS to the Faculty Assembly.
- d) review and evaluate proposed and potential innovations in education and teaching in the CAS.
- e) review, and consider amendments to, the CAS Faculty Manual, at least annually.
- f) make its minutes and supporting documents available to the faculty in a timely manner.
- g) interpret broadly its duties and responsibilities.
- h) assist the Speaker of Faculty Assembly (Chair of EPC) in setting the agenda for Faculty Assembly.

2.4.2.2 Method of Initiating Business

Matters to be considered by the EPC may be introduced by the Speaker of Faculty Assembly (Chair of EPC), by any EPC member, by existing CAS committees, by the Faculty Assembly, by department chairs, by the Faculty Senate, by the Provost, or by the President.

2.4.2.3 Membership

- a) The Committee shall consist of the CAS Dean, an associate dean designated by the Dean, the CAS Speaker of Faculty Assembly (Chair of EPC), and one elected faculty member representative from each department in the CAS.
- a) Departmental representatives shall be elected for two-year terms. No departmental representatives shall serve more than two full terms in succession. Elections to fill vacant posts shall take place each April under the supervision of each department chair.

- b) Voting for department vacancies shall be done on a ballot (electronic or paper) including names of all full-time faculty members in that department.
- c) In the event of a tie the individual or individuals who have most recently served on EPC shall be eliminated, and the other candidate shall be declared elected. In the event that there is still an unresolved tie, the candidate most senior in years of service to the University shall be declared elected.
- d) Any vacancy that occurs between regularly scheduled elections shall be filled by a special election in the department in which the vacancy occurs. Any member elected to complete a partial term shall be eligible to be elected for two successive full terms.

2.4.2.4 Officers

2.4.2.4.1 Chair.

The elected Speaker of Faculty Assembly also serves as Chair of EPC.

The EPC Chair's duties shall be:

- to serve as Speaker of Faculty Assembly (see section 2.2.4 of CAS Faculty Manual for those duties)
- to prepare an agenda for each EPC meeting
- to oversee each EPC meeting to facilitate discussion of agenda items
- to ensure timely notice of EPC meetings and distribution of relevant materials
- to collaborate with the CAS Dean's office, the Faculty Senate, the CAS Department Chairs, and Chairs of other CAS and university committees to determine priorities for EPC and Faculty Assembly
- to arrange for EPC meeting minutes to be kept, distributed and archived

2.4.2.4.2 Voting Rights

Voting members of the Committee include all full-time faculty representatives from each CAS department and the CAS associate dean serving on the committee. The Dean and the Chair of EPC are nonvoting members.

2.4.2.4.3 Meetings

Meetings shall be called by the Chair of EPC, or upon request by the Dean, of a majority of the elected EPC members, or of the Faculty Assembly. A quorum shall consist of the Chair of EPC (or their one-time designee) and a majority of the elected members.

All routine meetings shall be pre-scheduled and announced at the start of each semester. An EPC member who is unable to attend any given meeting shall arrange for an alternate member of their department to attend that meeting, as a voting member, in their stead, and shall inform their department of the substitution.

The Chair of EPC shall inform the department chair if the department is unrepresented for two consecutive meetings and does not designate alternates. If the department remains unrepresented for any additional meetings the Dean may appoint a departmental representative to fulfill the remainder of the term.

2.4.2.4.4 Committees

All committees of the CAS, excluding the Promotion, Tenure, and Review Committee and the Faculty Life Committee, shall report to EPC on matters pertaining to educational policy and content, and shall provide complete minutes and any other relevant supporting materials.

2.4.3 College Faculty Life Committee

The CAS Faculty Life Committee makes recommendations to the Faculty Assembly and Dean on matters concerning all aspects of faculty life. The goal of the committee's work is to improve faculty job satisfaction and voice concerns of faculty that are not within the purview of other committees.

The six-member committee comprises elected members of faculty who serve two-year terms, with elections every Spring. All CAS faculty are eligible to vote, but those who hold positions above the department chair level are excluded from serving on the Committee. The Faculty Life Committee elects its own chair.

2.4.4 Elections Committee

2.4.4.1 Purpose

The Committee on Electronic Voting and Elections shall

- a. run all regular elections and by-elections to committees, task forces, and other bodies that involve voting by the CAS full-time faculty broadly or at large;
- b. manage all electronic voting on Faculty Assembly matters that occurs outside of a Faculty Assembly meeting; and
- c. run any other votes, polls, or elections as requested by the Educational Policy Committee.

2.4.4.2 Membership

The Committee shall consist of six elected faculty members for terms that shall ordinarily begin on May 1.

- a. Initially, six members shall be elected by the CAS faculty, using a single transferable voting system. The first two who are elected shall serve for three-year terms, the next two for two-year terms, and the following two for one-year terms.
- b. In the second and subsequent years, two members shall be elected annually, by single transferable vote, for three-year terms.
- c. In the event that a member resigns from the committee at least six months before their term ends, an election shall be held to fill the position for the remainder of that member's term.
- d. The Committee shall elect a Chair from among its members, to serve for one-year term. The Chair may not serve more than three consecutive terms in that position.

2.4.4.3 Organization

Elections shall be run in a way that is:

- a. Transparent: The committee shall create a calendar of elections; establish clear time lines and methods for nominations (including allowing at least one week for nominations); design easy-to-use ballots; communicate plainly with faculty; ensure that voting lists are accurate and up to date; and report the results in a timely manner.

- b. Convenient: It is expected that most balloting will take place electronically; and that polling shall be possible over a period of at least three weekdays during the academic year, or at least two weeks during the summer break.
- c. Trustworthy: The committee shall establish voting procedures that ensure that individual votes remain confidential, that votes cannot be cast more than once, and that the system is secure from fraud, outside hacking, or the possibility of manipulation by Committee members.
- d. Representative: The voting mechanism employed should favor proportional representation, and shall use single transferable votes.
- e. Free of conflicts of interest: Any member of the Committee who is a candidate in an election that is being run by the committee shall automatically be recused from all committee actions related to that election.

2.4.4.4 Records and Reporting

The elections committee shall:

- a. Maintain an accessible manual of procedures for each type of election (e.g., for Faculty Senate, for PTR, etc.), drawing on the relevant by-laws, handbooks, manuals, and conventions; and
- b. Report annually to the EPC (and hence, indirectly, to the CAS Faculty Assembly), documenting its activities, and raising any issues related to its current and future operations that require attention.

2.4.5 Undergraduate Curriculum Committee

The Undergraduate Curriculum Committee (UCC) engages in the development, review, and revision of academic policies pertaining to undergraduates in the College of Arts and Sciences (CAS) as well as the undergraduate general education curriculum for CAS, including making final determinations on courses proposed for that curriculum. The UCC also reviews proposals for new CAS undergraduate programs, substantial modifications to existing programs, and program terminations. Minor revisions, such as course changes, are the purview of the academic department or program. The UCC reports to the Educational Policy Committee (EPC).

Voting members of the Committee include full-time faculty representatives from each CAS department; non-voting members include a CAS associate dean and the Dean of the College. UCC representatives are appointed by department chairs. The Dean appoints a Committee chair for a one-year term, renewable.

2.4.6 Graduate Curriculum Committee

The Graduate Curriculum Committee (GCC) engages in the development, review, and revision of graduate academic policies for CAS. The Committee also reviews proposals for new CAS graduate programs, substantial modifications to existing programs, and program terminations prior to their discussion and review by the CAS Educational Policy Committee (EPC). Minor revisions, such as course changes, are the purview of the academic department or program.

Voting members of the Committee include all CAS graduate program directors; non-voting members include a CAS associate dean designated by the Dean, and the Dean of CAS. The Dean appoints a Committee chair for a two-year term, which may be renewed once.

2.4.7 Undergraduate Academic Standing Committee

The Undergraduate Academic Standing Committee reviews the undergraduate academic standing policies for CAS and engages in the regular review of students in academic jeopardy.

Voting members of the Committee include

- (i) a faculty representative from each department appointed by the Dean of CAS after consultation with the department Chair. Faculty members are appointed for a two-year term, and they may not serve more than two consecutive terms unless the Dean makes an exception.
- (ii) one representative each from the Office of Student Affairs, the Registrar, the Office of International Programs and Services, the Division of Student Success, and the Athletics Division.

For committee decisions to be valid, a majority of those in attendance must be faculty. The committee Convenor shall be a non-voting member, appointed by the Dean.

2.4.8 Academic Misconduct Committee

The AMC hears cases of alleged academic misconduct involving undergraduate and graduate students in the College of Arts and Sciences and the Sawyer Business School.

The committee consists of two faculty members from each of these schools, appointed by their respective Deans; a representative from each of the Dean's Offices, appointed by the respective Dean, who ordinarily convene the Academic Standing Committees in their respective schools; and a non-voting representative appointed by the Dean of Students. At the start of the academic year, AMC members elect a faculty member to serve as committee chair.

In the case of a tied vote, the final determination will be in the student's favor.

All full-time CAS and SBS faculty are eligible to serve on the committee (with the exception of non-tenured, tenure-track faculty), but they may not serve more than two consecutive two-year terms unless their Dean makes an exception.

Associate deans from the two schools may be asked to attend as ex officio members when particular background or expertise is requested by the committee.

2.4.9 Graduate Academic Standing Committee

The Graduate Academic Standing Committee (GASC) reviews the graduate academic standing policies for CAS and engages in the regular review of students in academic jeopardy. Voting members of the Committee include all CAS graduate program directors; non-voting members include a CAS associate Dean and a CAS assistant Dean, designated by the Dean.

2.4.10 Honors Faculty Advisory Committee

The Honors Faculty Advisory Committee (HFAC) develops, reviews, and revises honors requirements for students to complete CAS degrees as CAS Honors Scholars, as well as the mission, definitions and learning outcomes for honors education in the College. The Committee also serves in an advisory role to administrators who oversee the program, offering perspectives on recruiting, programming, alumni outreach, and other honors-related issues. Finally, the HFAC serves to coordinate and share best practices for honors in the majors. Members of the HFAC

evaluate students and their work for prizes and awards and may serve as occasional mentors to honors students in need of particular expertise.

The HFAC is chaired by the director of the CAS Honors Program. Each year all departments are invited to send a faculty representative to the committee. The director of the honors program may also invite additional faculty to ensure representation from diverse disciplinary areas or from relevant programs. Faculty who are present are voting members of the committee. *Ex officio* members of the HFAC include the president and the vice-president of the student Honors Council (or their representatives) as well as representatives from University offices and services as invited by the director of the honors program. These representatives currently include an assistant Dean, a representative from the Division of Student Success, a representative from the Sawyer Library, and a representative from the Office of Undergraduate Admissions.

2.4.11 Shared General Education Curriculum Committee

The Shared General Education Curriculum Committee (SGECC) shall be a standing Committee of the university. Changes to the charge or composition of the Committee shall be made by the Provost, but only with the joint approval of the faculty assemblies of the College of Arts and Sciences (CAS) and the Sawyer School of Business (SBS).

2.4.11.1 Committee Charges

The SGECC has the responsibility to review and evaluate the shared general education curriculum.

1. Subject to the rules in the Faculty Handbooks, the SGECC has the responsibility to propose and approve changes to the shared general education curriculum that apply to all undergraduate students, irrespective of the school or college.
2. In its consultative role, the SGECC may review and evaluate any curricular issues that apply both to students in SBS and to students in CAS, and may make proposals regarding these issues to the faculty assemblies of the CAS and SBS.
3. The SGECC shall not consider issues that affect undergraduates only in CAS or in SBS.

2.4.11.2 Membership

The SGECC shall consist of the following:

1. The Speaker of the CAS Educational Policy Committee (EPC); or someone designated by the EPC if the Speaker is unable to serve.
2. The Chair of the Faculty Governance Council (FGC); or someone designated by the FGC if the Chair is unable to serve.
3. The Chair of the CAS Undergraduate Curriculum Committee (UCC); or someone designated by the UCC if the Chair is unable to serve.
4. The Chair of the SBS Undergraduate Program Curriculum Committee (UPCC); or someone designated by the UPCC if the Chair is unable to serve.
5. Either the CAS EPC Speaker (or EPC designee), or the CAS UCC Chair (or UCC designee) from the previous academic year. If both volunteers to serve, the member shall be chosen randomly.
6. Either the Chair of the SBS FGC (or FGC designee), or the SBS UPC Chair (or UPC designee) from the previous academic year. If both volunteers to serve, the member shall be chosen randomly.
7. One (1) non-voting *ex officio* member from the Office of the CAS Dean.
8. One (1) non-voting *ex officio* member from the Office of the SBS Dean.

9. One (1) non-voting ex officio member designated by the Provost.

Committee members who are unable to attend any given meeting of the SGECC may designate a replacement for that meeting.

2.4.11.3 Operations

1. The outgoing Chair or designee shall convene the first meeting of the academic year, not later than the last day of September.
2. The SGECC shall select a Chair from among its voting members and establish the meeting schedule for the year at its first meeting of the year.
3. A meeting of the SGECC may be convened by the Chair of the SGECC, or at the request of any three members.
4. The following shall become subcommittees of the SGECC:
 - a. The Creativity and Innovation (CI) Steering Committee
 - b. The Social, Cultural, and Global Perspectives (SCGP) Committee
 - c. The Science, Technology, and Engineering (STE) Committee
5. The following programs or committees shall report informatively to the SGECC:
 - a. The Writing Program
 - b. The Mathematics Program/Department (to the extent that it is supporting the common mathematics requirements)
 - c. The Shared Curriculum Assessment Committee (SCAC)
6. The SGECC shall have the authority to establish (and subsequently disestablish) subcommittees and task forces as it deems appropriate.
7. The SGECC shall report its discussions and decisions in a prompt manner to all CAS and SBS faculty.
8. All SBS and CAS faculty shall be notified, at least a week in advance every SGECC meeting, of any matters of substance that are likely to be decided at that meeting.
9. Matters of significant importance – such as adding or removing a shared general education requirement, or substantially changing a learning goal, or curricular restructuring – need to be approved by the Faculty Assemblies of CAS and SBS, in the form proposed by the SGECC (i.e. without amendments).
10. The Office of the Provost shall provide appropriate administrative support to the committee.

2.4.11.4 Reporting

The SGECC shall submit an annual report to the Faculty Assemblies of SBS and CAS, and shall report to the Provost. The report will also evaluate whether changes need to be made in its own composition, responsibilities, or operating procedures.

2.4.12 Committee for Teaching and Scholarly Development

The Committee for Teaching and Scholarly Development (CTSD) solicits and reviews proposals for a number of competitive faculty development programs administered by CAS. These include applications for summer research stipends, course development stipends, and course release awards. The Committee also reviews faculty requests for funding to employ research assistants through the Faculty Research Assistant Program (FRAP) and the summer FRAP (SFRAP) programs.

Six tenured or tenure-track members of the CAS faculty are appointed by the Dean for two-year terms, with two members representing each division; an appointment may be renewed a second

term. A CAS associate Dean, designated by the Dean, serves as convener (non-voting), and manages proposal submission, review, and communication regarding funding decisions.

During the term of service, committee members are eligible to apply for awards but are required to recuse themselves from the discussion and evaluation of the applications to the particular awards. If the committee has fewer than four members, the Dean will appoint a substitute for a one-off judging who does not have an application before the committee that year. All committee recommendations are advisory to the Dean of CAS.

3 FACULTY PROMOTION, TENURE, AND REVIEW

This section complements the University Faculty Handbook, setting out in more detail the procedures and criteria that the College of Arts and Sciences uses for faculty review, tenure, and promotion.

3.1 CRITERIA FOR FACULTY EVALUATION

3.1.1 Teaching and Associated Activities

Dedication to students and demonstration of teaching excellence are central components of evaluation for all levels of promotion and for tenure. The faculty member is expected to demonstrate effective teaching that includes, but is not limited to the following qualities: knowledge of and passion for the subject matter; ability to understand and communicate effectively with students; capacity to develop and articulate relevant course goals and objectives and their corresponding methods of assessment; and the ability to use appropriate pedagogical methods and technologies. Excellence in teaching may also include the willingness and ability to teach courses consistent with the department's needs and those of the general education curriculum; to develop new courses as appropriate; and to respond with a cooperative spirit to teaching and mentoring assignments and roles.

The mentoring of students is another core component of teaching excellence. Mentoring may involve a range of activities: research mentoring, as demonstrated by successfully completed independent studies, honors projects, theses, and dissertations; pre-professional mentoring, achieved through student-faculty presentations at conferences, student-faculty publications, or other forms of joint scholarship; and mentoring the development of teaching skills, as evidenced by the training and supervision of teaching assistants and graduate student lecturers.

The PTR Committee expects that teaching excellence will be demonstrated as part of the successful application for promotion and tenure. The Committee also expects that teaching excellence will be sustained throughout the faculty member's tenure at Suffolk; thus, it remains a critical criterion for eventual promotion to the rank of full professor.

3.1.2 Scholarship and Creative Endeavors

Each faculty member is expected to keep abreast of current developments in their field of scholarship and to contribute to the expansion of knowledge in that field. The expectation at the time of hiring is that scholarship will be a significant part of the activities of all members of the faculty. Thus, evidence of ongoing scholarship must be demonstrated as a core component of the candidate's dossier at all times of formal review.

The PTR Committee acknowledges that scholarship can be documented in many ways, although perhaps none is more central than the publication of original research and theory in high quality scholarly outlets. For the faculty member in the creative and performing arts, creative activity, including professional practice judged significant by peer review, constitutes scholarship. Department chairs, assisted by senior faculty (for tenure decisions, generally all tenured faculty in the department; or promotion to full professor, generally all full professors in the department), are asked to provide an evaluation of the quality of the candidate's scholarship as part of the

formal promotion, tenure, or third-year review letter. Candidates should consult their departmental scholarship guidelines to better understand departmental norms for this criterion.

The expectations for scholarship for tenure, and for promotion to full professor, developed in consultation with the PTR Committee, are archived in the department and the CAS Dean's Office.

3.1.3 University and Community Service

Service shall be demonstrated through action and effort to benefit the candidate's department, the university, the community, and the wider profession. Departmental, and College and/or University service, are required. Departmental service includes performing administrative work that supports the functioning of the department, such as serving on departmental committees, advising student organizations and honor societies, and assisting with registration advising. College and University service includes serving on appointed CAS committees, CAS elected committees, or university-level committees and task forces. In the case of promotion to full professor, the PTR Committee looks for evidence that the candidate has moved toward more active policymaking or leadership roles, e.g., chairing committees, subcommittees, or task forces. In addition to service to the institution, service may also be to the profession (e.g., editorial boards, professional committees) or to the wider community if associated with the candidate's professional training.

3.2 PROCEDURES FOR ANNUAL FACULTY REVIEW

The University Faculty Handbook, Section 6b, stipulates that:

“Each school must have specific procedures for annually and meaningfully reviewing each Faculty member's teaching, scholarship, and service. Each school has the discretion to develop the procedures for these reviews, but at a minimum, each Faculty member must provide information to the Dean or the Dean's designee about the Faculty member's contributions to teaching, scholarship, and service. Moreover, each school must provide each Faculty member meaningful written feedback on the Faculty member's work in these areas. These reviews should be completed by July 1st.

When significant differences arise between a Faculty member and the Dean regarding the conclusions of an annual review, the Faculty member may refer the matter to the Provost by providing the written feedback received along with a detailed written basis for the objection. The Provost's resolution of the disagreement is final.”

3.2.1 Procedures for Annual Review of Tenured and Tenure Track Faculty

Faculty are reviewed each calendar year following the procedures described in this section. No later than January 15, all faculty must provide their department chair with a Faculty Success (Watermark; formerly Digital Measures) CV reporting of their activities in the areas of teaching, scholarship, and service. No later than March 1, department chairs submit a draft of their annual review to each faculty member. The draft should include a brief narrative (a set of bullet points is also acceptable) for each section that contextualizes the review, grounds it in the supporting data, and provides a supporting rationale. If the faculty member has had a course reduction(s) for specific administrative work that is detailed in their annual appointment letter, the chair should append a brief description of the assigned tasks for the review year and an assessment of achievement of tangible outcomes. During the month of March, the faculty member and chair

discuss the review. If the review identifies major concerns in one or more of three areas of evaluation, relative to the criteria delineated in Section 3.1, the faculty member and chair will discuss the concerns and how the faculty member can address them. The chair will summarize this discussion, and the faculty member may respond to this summary; both the summary, and the response (if any) will be included as part of the faculty member's review. Signed annual reviews are submitted to the CAS Dean's Office no later than April 1.

The Dean shall consult the Promotion, Tenure and Review (PTR) Committee about annual reviews that raise major concerns in any of the three areas of teaching, research and scholarship, before the annual evaluation is completed with a letter of acknowledgement from the Dean's Office.

3.2.2 Period of Review

When reviewing teaching and service, chairs should reference an updated Faculty Success CV for the period January 1 through December 31 of the prior calendar year. When reviewing scholarship, chairs should evaluate a 3-year window of activity using a Faculty Success CV for the prior three-year period. Chairs should verify that scholarly progress is as described for the three-year review period. In cases of works in progress that are credited over the three-year window, sample chapters or drafts should be submitted by the faculty member at the time of review. Alternatively, the faculty member may submit a brief explanation with the description, timeline to completion, and planned dissemination of the work in progress. Chairs should comment on the viability of the completion plan and verify that scholarly progress is being made, noting the meeting of benchmarks (e.g., completion of chapter drafts; data collection; book contract in hand; etc.).

3.2.3 Annual Review of Non-Tenure Track (NTT) Faculty

Full time instructors (non-tenure-track faculty) are reviewed each calendar year. No later than January 15, NTT faculty must provide their department chair with a Faculty Success CV reporting their activities in the areas of teaching and service. No later than March 1, department chairs submit a draft of their annual review to each faculty member. The draft should include a brief narrative (a set of bullet points is also acceptable) for each section that contextualizes the review, grounds it in the supporting data, and provides a rationale for the review. NTT faculty are reviewed for teaching and service activities, but not for scholarship activity. If the instructor has had a course reduction(s) for specific administrative work that is detailed in their annual appointment letter, the chair should append a brief description of the assigned tasks for the review year and an assessment of achievement of tangible outcomes.

During the month of March, the instructor and chair discuss the review. If the review identifies major concerns in one or both of the areas of teaching and service, relative to the criteria delineated in Section 3.1, the instructor and chair will discuss the concerns and how the instructor can address them. The chair will summarize this discussion, and the faculty member may respond to this summary; both the summary, and the response (if any) will be included as part of the instructor's review. Signed annual reviews are submitted to the CAS Dean's Office no later than April 1.

The Dean shall consult the Promotion, Tenure and Review (PTR) Committee about annual reviews that raise major concerns in either, or both, of the areas of teaching and service, before the annual evaluation is completed with a letter of acknowledgement from the Dean's Office.

3.3 THIRD-YEAR REVIEW

Generally, during the third year of service as an assistant professor, a faculty member receives a more intensive evaluation, the third-year review. The candidate's record of progress since the third-year review, along with their cumulative record in the categories of teaching, scholarship, and service—with particular emphasis on the period since beginning the full-time faculty position at Suffolk—become part of the portfolio used by the PTR Committee to evaluate their application for promotion to associate professor and for tenure.

3.3.1 Tenure Clock

A “tenure clock” is used to measure the time that elapses between when a new tenure-track faculty member starts their first full-year academic appointment at Suffolk (typically year 1, which starts on July 1) and consideration for tenure (no later than year 6).

3.3.2 Credit for Prior Experience

At the time of initial appointment, the Dean has authority to credit 1, 2, or 3 years towards a tenure decision to incoming faculty who have previous tenure-track faculty experience, or equivalent, at another institution.

3.3.3 Timing and Eligibility

Each tenure-track faculty member will undergo a third-year review in the winter/spring of their third full academic year of service at Suffolk, with the following exceptions:

- For faculty members who are given credit for one or two years of prior service (as per section 3.3.2), the review will be in the winter/spring of their second full academic year of service at Suffolk.
- There is no third-year review for faculty who get credit for more than two years of prior service.

The review is delayed by one year for every interruption in the tenure clock, as detailed below.

Candidates are reviewed by the department in which they hold their primary appointment.

Service in a tenure-track appointment may be deemed to be interrupted by a leave of absence (LOA) if such leave has been approved under the University's Family and Medical Leave Act (FMLA) policy for a period of twelve weeks or more; or has been approved in writing in advance for any other reason (such as, for example, required military service) by the Provost on the recommendation of the Dean. A period of absence on approved leave of twelve weeks or more shall stop the tenure clock, in effect extending the review period by one year if the faculty member chooses to use the extension.

3.3.4 Third-year Review Dossier

The candidate's third-year review dossier should be prepared following the instructions set out in Appendix 1. It is the faculty member's responsibility to make certain that the dossier is completed and submitted by the deadlines set by the College.

The materials in support of the dossier are to be made available to, and restricted to, the reviewing committees and the appropriate university officers such as the department chair and Dean.

3.3.5 Department Review Committee

Each department shall establish a Committee on Third-Year Review, whose membership shall consist of all tenured members of the department, but shall not include the Dean, faculty members serving at least three-quarters of full-time in an administrative position outside the College of Arts and Sciences, or faculty whose primary appointment is elsewhere in the university. Associate Deans shall serve in their capacity as faculty members, as shall the department chair, unless they are a candidate for promotion and/or tenure.

Eligible faculty who are on leave or sabbatical may only recuse themselves from the committee if participation in the deliberations of the committee – in person or remotely – would be unduly burdensome, as determined by the Dean.

If a third-year review committee has fewer than four tenured members, then the Dean, in consultation with the department chair and tenured members of the department, shall select as many tenured faculty members from other relevant disciplines within the College as are needed to ensure that the committee has four tenured members.

The departmental third-year review committee shall be convened by the department chair, who also conducts the meetings and participates in the discussion, except in cases of their own review or in cases where a conflict of interest (as determined by the Dean) occurs, in which case the Dean shall designate a senior member of the department to chair the committee and write the letter. A member having, or appearing to a majority of the other members of the committee to have, a significant conflict of interest on a given case under consideration, must state that conflict at the outset; may recuse themselves from any discussion, deliberation, or voting on that case; and must recuse themselves from that case if two-thirds or more of the other committee's members so determine by secret vote, or by determination of the Dean. Potential conflicts of interest include, but are not limited to, family and business relationships.

The committee may request from the candidate or the department chair any relevant information or materials as it deems necessary, and shall do so at the earliest possible date. Bearing in mind the need for consistency in treatment across the College, the Dean shall determine whether such information or materials may be admitted.

Based on the evidence in the dossier and other information in its possession, the committee shall deliberate fully and confidentially, evaluating the candidate using the criteria articulated in section 3.1. The committee, including the department chair (or their replacement as per above), shall vote confidentially on whether the candidate is on a satisfactory trajectory toward achieving promotion and tenure, for each of the three domains of teaching, service, and scholarship.

The department chair (or their replacement) shall write a letter, setting out the standards used to evaluate the candidate's performance and the extent to which performance in each review domain represents satisfactory or unsatisfactory progress toward tenure and promotion (including reporting the results of the committee's votes). The letter shall provide a complete, fair, and balanced assessment of whether or not the candidate is making progress toward promotion and tenure, set out any recommendations that might help the candidate in their progress, and include any dissenting views or qualifications.

The department chair shall send a copy of the letter to all members of the departmental third-year review committee. Any member, or group of members, of that committee may write a concise dissent to or commentary on the letter, which shall be appended to the letter and shall include their name(s). These appendices must be submitted to the department chair within one week of the chair sending the letter to the members of the department rank and tenure committee.

The department chair shall upload the chair's letter, along with any dissenting letters, to the candidate's dossier, making it then available to the members of the College PTR Committee. At the time of submission to the PTR Committee, the dossier is deemed to be complete. No materials may be added by the candidate unless requested by the PTR Committee or the Dean. However, candidates may supply documents or notifications indicating that an item originally listed in the dossier as tentatively completed has in fact come to completion (e.g., an article listed as submitted for publication has been accepted, an accepted article has been published, etc.). Such materials may be communicated to the Dean (and thence to the PTR Committee) at any time up to and including October 31 of the year in which the third-year review takes place.

3.3.6 College Promotion and Tenure Review

The purpose of the college-level review is to ensure that the candidate is making satisfactory progress toward achieving the standards required in teaching, scholarship, and service, based on the merits of the candidate's dossier and the standards within the College that were in place at the time of hire.

In considering any candidate for third-year review, a PTR Committee member having, or appearing to a majority of the other members of the committee to have, a conflict of interest on a given case under consideration must state that conflict at the outset; may recuse themselves from any discussion or deliberation on that case; and must recuse themselves from that case if at least two-thirds of the committee's members so determine by secret vote, or by determination of the Dean. PTR Committee members who participated in earlier decisions related to a candidate – as a department chair, or as a member of the departmental rank and tenure committee – may participate in the deliberations and act as a resource to the PTR Committee, but may not vote.

In any review, the Dean's Office may provide additional materials relevant to the case under review. The PTR Committee may request from the candidate, the department committee, or the department chair, such relevant information or materials as it deems necessary and shall do so at the earliest possible date. Bearing in mind the need for consistency in treatment across the College, the Dean shall determine whether such information or materials may be admitted.

The committee deliberates confidentially. A quorum shall consist of six members present – physically or on-line – at a meeting and eligible to discuss and provide feedback on a candidate's case.

The committee issues a written document reporting and explaining the extent of fulfillment of the review criteria and providing clear developmental feedback for the candidate. The report is to be a complete, fair, and balanced assessment of whether the candidate is making satisfactory progress toward promotion and tenure, and it must include any dissenting views or qualifications. If the PTR Committee's overall assessment differs from those of the department committee or department chair, the report must indicate the reasons for arriving at a different conclusion.

3.3.7 Decanal Review

After the PTR has reviewed the case, the Dean will conduct an independent review of the dossier. Integrating the written feedback from the PTR Committee, the Dean will then provide the candidate with a letter addressing the degree of success in achieving the standards in each of the review domains. Specific developmental feedback in areas of perceived weakness, if any, will be noted, along with suggestions for remediation that may occur prior to the time of the tenure review.

3.4 PROCEDURES FOR TENURE AND/OR PROMOTION REVIEW

This section sets out the procedures for applying for tenure and/or promotion in the College of Arts and Sciences (the “College”). The provisions of the non-school-specific chapters of the University Faculty Handbook (UFH) take precedence over all other provisions, and are reproduced here in bold face in order give coherence to the steps in the process.

3.4.1 General Considerations

- i. **Tenure is conferred solely by a positive action of the Board of Trustees after a comprehensive review as outlined in each School-specific section of this Handbook,, and approval by the Dean, the Provost and the President. [UFH 7.E]**
- ii. **The Faculty and administrators involved in promotion, tenure and review processes shall operate with a policy of strict confidentiality regarding deliberations. Confidentiality is a critical procedural safeguard that ensures the most robust consideration of the faculty portfolios reviewed for third-year, promotion, tenure, and periodic review. It also ensures that the process will be focused on the information included in the portfolio and file. Further, confidentiality is necessary to protect against possible pressure that might be exerted on the relevant committees or on members of the Faculty at critical points in the process. Faculty members subject to review retain the right of access to all materials in their third-year, promotion, tenure, and periodic review files, subject to the limitations imposed in the School-specific sections of this Handbook as applicable. [UFH 7.A]**

All letters generated in the course of the process of application for tenure and/or promotion shall be kept confidential from the candidate.

- iii. **By March 1 of each year, the Office of the Provost will publish a University Faculty Calendar indicating the specific deadline dates for the third-year review, tenure review, and promotion review processes for the year starting July 1 and ending the following June 30. [UFH 7.B]**
- iv. **An eligible candidate initiates the tenure and/or promotion review process by delivering a written request for such review to the Dean by March 15 of the year before the academic year in which the necessary decanal recommendation will be produced. The Dean will notify the Provost, the Department Chair, and the appropriate Faculty committee (here the College Promotion and Tenure Review Committee) of the Faculty member’s request for review. Absent extraordinary circumstances, approved by the Dean, failure to meet this deadline will preclude consideration for tenure. [UFH 7.D]**
- v. **The Board of Trustees will consider a faculty member for tenure only one time. [UFH 7.E]**

- vi. **A Faculty member denied tenure will receive a terminal appointment for the next academic year, unless that denial is the product of a special tenure process after appeal described in Paragraph [7.]I below. [UFH 7.E]**

3.4.2 Eligibility to Apply

- i. **A Faculty member must seek a tenure decision within six years of initial appointment unless that period has been extended in writing in accordance with University policies and the time limits contained in each School's tenure procedures as laid out in the School-specific sections of this Handbook. [UFH 7.E] and section 3.4.2.iv below.**
- ii. The applications for promotion to associate professor and for tenure ordinarily occur at the same time and involve a single process of review and a single submission of materials.
- iii. Under ordinary circumstances, faculty members in the College are reviewed for tenure no later than the fall of the sixth year of service in a tenure-track appointment.
 - a. The six-year tenure-track timespan begins with the date of the first appointment to a tenure-track position.
 - b. In exceptional cases – for instance in the case of an externally-recruited Dean or department chair – the Provost may require an expedited review for tenure and/or promotion.
- iv. Service in a tenure-track appointment may be deemed to be interrupted by absence on leave if such leave
 - a. has been approved under the University's Family and Medical Leave Act (FMLA) policy for a period of twelve weeks or more; or
 - b. has been approved in writing in advance for any other reason (such as, for example, required military service) by the Provost on the recommendation of the Dean; and
 - c. A period of absence on approved leave of twelve weeks or more shall not be counted toward the six-year period of required service but will extend the six-year period by one year if the faculty member chooses to use the extension. Each academic year during which an approved leave of twelve weeks or more has been granted will add one year to the maximum number of years of teaching service allowed for tenure eligibility that is specified in Section 3.4.2.i. However, in the normal course, the total of any such extensions (not due to FMLA) will be no longer than two years. In extraordinary circumstances, the Provost, at the request of the Dean, may consider additional extensions.
 - d. Tenure-track faculty members who are appointed to an administrative/professional faculty position (not including department Chair or Program Director) may continue on their tenure-track appointment while serving in that capacity. The tenure-track faculty member may request that the tenure clock be stopped during the term of the administrative appointment for a maximum of two years. Such request must be made to the Office of the Provost.
- v. Ordinarily, faculty members should expect to serve a minimum of four and a half years in the rank of associate professor (ordinarily at Suffolk University) before applying for promotion to professor.
 - a. Faculty members who choose to apply for earlier promotion to professor should be aware that such promotion may be granted only when the applicant provides evidence of exceptional performance. If a faculty member chooses to apply for early promotion to professor, the PTR Committee requires an explicit statement from both the candidate and their Chair giving a clear rationale for the abbreviated timeline.

- b. Faculty members may apply for promotion to professor more than once, but may not do so in consecutive years, except with special permission from the Provost.

3.4.3 Preparation of Dossier

- i. **The tenure and/or promotion file will comprise materials submitted by the Faculty member, the School, and the University, as required in each School including a candidate statement, any third-year policies, the annual reports for the previous three years, and a current curriculum vitae.** [UFH 7.F]
 - a. Appendix 1 sets out the *Guidelines for Preparing a Tenure and/or Promotion Dossier* (“*Guidelines*”). For all cases of tenure and/or promotion, it is the faculty member’s responsibility to make certain that the dossier and the appended supporting materials (except materials provided by the department chair, and the external letters) are complete and submitted by the deadlines set by the Provost (under Section 3.4.1.iii above) and the implementation procedures set out in Appendix 1.
 - b. As specified in the *Guidelines*, materials in support of the dossier are to be made available to, and restricted to, the reviewing committees and the appropriate university officers such as the department chair, Dean, Provost, and President.
- ii. The procedure for soliciting outside review letters is set out in Appendix 2.
 - a. While the outside review letters are in the possession of faculty involved in the review process, it is the responsibility of every faculty member to ensure that they remain confidential from the candidate. When the letters are forwarded to the Promotion and Tenure Review (PTR) Committee, it is the committee’s responsibility to maintain confidentiality. As a part of the review process, the letters will be read by the appropriate university officers, such as the department chair, Dean, Provost, and President, but not by the candidate.
 - b. After the tenure recommendation is made by the PTR Committee, the letters will be kept for two further years by the Dean’s Office, and will then be destroyed and/or erased.

3.4.4 Department Rank and Tenure Committees

- i. Each department shall establish a committee on rank and tenure, whose membership depends on the nature of the cases before it.
 - a. The committee shall consist of:
 - i. All tenured members of the department at a rank above that of the candidate, but shall not include the Dean, faculty members serving at least three-quarters of full-time in an administrative position outside the College of Arts and Sciences, or faculty whose primary appointment is elsewhere in the university. Associate Deans shall serve in their capacity as faculty members.
 - ii. The department chair, unless they are a candidate for promotion and/or tenure.
 - b. All eligible faculty must participate, and eligible faculty who are on leave or sabbatical may only recuse themselves from the committee if participation in the deliberations of the committee – in person or remotely – would be unduly burdensome, as determined by the Dean.
 - c. Faculty members serving on the PTR Committee must recuse themselves from voting, at the PTR Committee, on candidates from their department, on the principle that each faculty member shall have only one vote on a candidature.

- ii. If a department rank and tenure committee has fewer than three members (not counting the department chair), then the Dean, in consultation with the department chair and tenured members of the department (excluding the candidate), selects as many faculty members (of rank above that of the candidate) from other relevant disciplines within the College as are needed to constitute a three-person committee (not counting the department chair).
- iii. The departmental committee on rank and tenure is convened by the department chair, and the committee chooses its chair (who shall not be the department chair) who conducts the meetings. The department chair – except in cases of their own promotion or in cases where a conflict of interest (as determined by the Dean) occurs – attends meetings and participates, but does not vote.
 - a. A member having, or appearing to a majority of the other members of the committee to have, a significant conflict of interest on a given case under consideration must state that conflict at the outset; may recuse themselves from any discussion, deliberation, or voting on that case; and must recuse themselves from that case if two-thirds or more of the other committee's members so determine by secret vote, or by determination of the Dean. Potential conflicts of interest include, but are not limited to, family and business relationships.
 - b. The committee may request from the candidate or the department chair any relevant information or materials as it deems necessary, and shall do so at the earliest possible date. Bearing in mind the need for consistency in treatment across the College, the Dean shall determine whether such information or materials may be admitted.
- iv. Based on the evidence in the dossier and other information in its possession, the committee deliberates fully and confidentially, evaluating the candidate using the criteria articulated by the College (for teaching and service) and department (for scholarship) that were in place three years before the candidate formally requests of the Dean consideration for tenure and/or promotion. The current criteria are set out in Section 3.1.1 (for teaching) and Section 3.1.3 (for service). An archive of the scholarship criteria, with dates of approval, shall be maintained by each department and the Dean's Office and accessible to all CAS tenured and tenure-track faculty members.

Then the committee members present (except the department chair) vote anonymously, indicating whether they support (yea), do not support (nay), or abstain from supporting the candidate's candidature for promotion and/or tenure.

 - a. Only committee members who participate substantially in the discussions remotely (e.g. via videoconferencing), as determined by the committee, or in person, are deemed to be present at the deliberations, and are eligible to vote.
 - b. In cases where some participants participate remotely, the vote shall be taken using an on-line software (such as Qualtrics) that allows for anonymity. The CAS Elections Committee can provide technical support, and may run the vote if the departmental committee on rank and tenure so requests.
 - c. Ballots must be securely preserved by the department chair (or chair of the departmental rank and tenure committee, if the department chair is a candidate) until the conclusion of the candidate's tenure/promotion process.
- v. The department chair writes a letter, setting out the standards used to judge the candidate's performance, the extent to which each criterion is judged to have been achieved, and the results of the vote.
 - a. The letter is to provide a complete, fair, and balanced assessment of whether the candidate merits promotion and/or tenure, and it must include any dissenting views or qualifications.

- b. The department chair shall also include in the letter their own assessment of whether the candidate should be promoted and/or tenured. This assessment shall constitute the department chair's vote on the candidate's application.
- vi. The department chair sends a copy of the letter to all members of the department rank and tenure committee.
 - a. Any member, or group of members, of that committee may write a concise dissent to or commentary on the letter, which shall be appended to the letter and shall include their name(s).
 - b. These appendixes must be submitted to the department chair within one week of the chair sending the letter to the members of the department rank and tenure committee.
- vii. Within seven working days of receiving any dissents or comments from members of the department rank and tenure committee, the department chair:
 - a. Sends the complete dossier to the Dean, who makes it, along with all supporting materials, available to the members of the College PTR Committee.
 - b. Informs by letter the candidate of the combined result of the vote by the department rank and tenure committee and the department chair, indicating that the candidate is recommended for promotion and/or tenure, is not recommended for promotion and/or tenure, or that the vote was a tie. The letter must summarize the department's evaluation of the candidate, focusing on their performance in regard to teaching, research and service. In developing this letter, the chair must: (a) provide an accurate summary of the department's assessment; and (b) not divulge confidential information relating to the evaluation process, including, for example, the votes of particular faculty members.
 - c. Within seven working days after receiving a department chair's letter relating to promotion and/or tenure, a candidate has the opportunity to submit a letter to the PTR Committee and the Dean responding to the department's evaluation. This letter also must be sent to the department chair and members of the department rank and tenure committee. The Chair's letter to the candidate and response, if any, by the candidate, shall become part of the dossier.
- viii. If the department chair is a candidate for promotion and/or tenure, the actions in sections 3.4.4. iv, 3.4.4.v, 3.4.4.vi, and 3.4.4.vii shall be undertaken by the chair of the department rank and tenure committee in lieu of the department chair.
- ix. When the department committee has forwarded its report to the department chair, the dossier is deemed to be complete. No materials may be added by the candidate unless requested by the PTR Committee or the Dean. However, candidates may supply documents or notifications indicating that an item originally listed in the dossier as tentatively completed has in fact come to completion (e.g., an article listed as submitted for publication has been accepted, an accepted article has been published, etc.). Such materials may be communicated to the Dean (and thence to the PTR Committee) at any time up to and including October 31 of the year in which the deliberations on promotion and/or tenure take place.

3.4.5 College Promotion and Tenure Review

The purposes of the college-level review are to ensure that the candidate has achieved the standards required in teaching, research, and service, based on the merits of the candidate's dossier, and on the norms within the college that were in place three years before the candidate formally requests of the Dean consideration for tenure and/or promotion. The current criteria are set out in Section 3.1.1 (for teaching) and Section 3.1.3 (for service).

The formation of the Promotion, Tenure and Review (PTR) Committee is set out in section 3.4.6.

- i. In considering any candidate for promotion and/or tenure, a PTR Committee member having, or appearing to a majority of the other members of the committee to have, a conflict of interest on a given case under consideration must state that conflict at the outset; may recuse himself from any discussion, deliberation, or voting on that case; and must recuse himself from that case if at least two-thirds of the committee's members so determine by secret vote, or by determination of the Dean.
- ii. PTR Committee members who participated in earlier decisions related to a candidate – as a department chair, or as a member of the departmental rank and tenure committee – may participate in the deliberations and act as a resource to the PTR Committee, but they must recuse themselves from voting.
- iii. Any member of the PTR Committee who applies for sabbatical leave shall automatically be recused from all committee actions related to sabbatical evaluation and ranking.
- iv. Any member of the PTR Committee shall automatically be recused from all committee actions related to their own annual review.
- v. **In any review, the Dean's Office may provide additional materials relevant to the case under review.** [UFH 7.G]
- vi. The PTR Committee may request from the candidate, the department committee, or the department chair such relevant information or materials as it deems necessary and shall do so at the earliest possible date. Bearing in mind the need for consistency in treatment across the College, the Dean shall determine whether such information or materials may be admitted.
- vii. The committee deliberates confidentially, and then the committee members present vote anonymously, indicating whether they support (yea), do not support (nay), or abstain from supporting the candidate's candidature for promotion and/or tenure. A quorum shall consist of six members physically present at a meeting and eligible to vote on a candidate's case. If a quorum is not met, it shall be reduced in steps by one member at each subsequent meeting until a vote can be held.
- viii. The committee issues a written document reporting and explaining the vote and the extent of fulfillment of the criteria the candidate is judged to have achieved. The report is to be a complete, fair, and balanced assessment of whether the candidate merits promotion and/or tenure, and it must include any dissenting views or qualifications. If the committee's overall assessment and vote differ from those of the department committee or department chair, the report must indicate the reasons for arriving at a different conclusion.

3.4.6 Composition of PTR Committee

The Promotion, Tenure, and Review (PTR) Committee advises the Dean on matters relating to individual promotions, tenures, sabbaticals, non-reappointments, dismissals, and annual reviews with the exception of promotions for Non-Tenure Track (NTT) faculty, which are handled by the Non-Tenure Track Promotion Committee (see section 3.5). In addition, the Committee prepares policy recommendations for consideration by the Faculty Assembly.

- i. The membership of the Committee shall be as follows:
 - a. Six tenured faculty members, elected following the procedures set out in section ii.
 - b. Two tenured members of the faculty may be appointed by the Dean for a term of one year. These members may be appointed without reference to duplication of

- departmental representation. At least one of the Dean's appointees must be a full professor.
- c. No member shall serve on the PTR Committee for more than four years consecutively.
 - d. No department in the College shall have more than one elected member serving on the PTR Committee.
 - e. The term of office begins July 1.
- ii. The PTR Committee Election procedures are as follows:
- a. The election shall normally be held in April or May.
 - b. All full-time tenured and tenure-track members of the faculty below the rank of Dean shall be eligible to vote, with the exception of faculty members who are serving outside the College of Arts and Sciences in an administrative position that is at least three-quarters of full-time. These are the eligible voters.
 - c. In the spring of even-numbered years, three tenured faculty members, one from each College Division, shall be elected by the eligible voters of their College division for a term of two years.
 - d. In the spring of odd-numbered years, three tenured faculty members, one from each of the College divisions, shall be elected by the eligible voters of the College for a two-year term.
 - e. The elections shall use ranked voting.
 - f. All full-time tenured faculty members (including those tenured during the academic year at the close of which the PTR Committee election takes place) who are expected to be reappointed for the next academic shall be candidates, with the following exceptions:
 - i. Members of academic departments to which belong continuing PTR Committee members elected for two-year terms in the PTR Committee election one year previously.
 - ii. Faculty who have been approved for leave or sabbatical during any or all of the upcoming academic year.
 - iii. Faculty who are completing their third consecutive year of service on the PTR Committee.
 - iv. Faculty who have applied to be considered for promotion to full professor in the coming academic year.
 - v. Faculty at the level of Associate Dean or above.
 - vi. Faculty entering phased retirement.
 - g. In the event of a tie, the individual who has most recently served on the PTR Committee shall be eliminated, and the other candidate shall be declared elected. In the event that there is still an unresolved tie, the candidate with the higher rank shall be declared elected. If there is still a tie, the candidate most senior in years of service to the University shall be declared elected.
 - h. Faculty members elected to the PTR Committee are expected to serve, but if there are compelling reasons why this is not feasible, as determined by the Dean, the ballots shall be re-tallied in the absence of this candidate in order to elect a member to the PTR Committee.
 - i. At the first meeting of the PTR Committee after the regular election and appointment of new members, the Committee shall elect a Chair from among its members.

Any vacancy that occurs more than nine months before an elected member's term expires shall be filled (for the remaining period of the term) by an election, using the same election procedures as those that applied when that member was elected. Any vacancy that occurs less than nine months before a member's term expires shall be filled (for the remaining period of the term) from among the members of the division in which the vacancy has occurred, and from a department without members on the PTR Committee, on the recommendation of the retiring member, subject to confirmation by the Dean and by majority vote of the PTR Committee.

3.4.7 Decanal Review

- i. After the PTR has made and submitted its determination, **the Dean will make an independent judgment regarding the merits of any tenure and/or promotion review after consultation with the Promotion, Tenure and Review Committee of the School.** [UFH 7.A]
- ii. After receiving the dossier from the PTR Committee, the Dean will add their evaluation and recommendation.
- iii. **Faculty members seeking tenure who do not gain a favorable recommendation from their department rank and tenure committee, the School's Promotion Tenure and Review committee and also do not gain a favorable recommendation from the Dean will not proceed further and will be considered to have been denied tenure. The recommendation of the Promotion Tenure and Review Committee and the Dean should be forwarded to the Provost for review.** [UFH 7.E]
- iv. Faculty members seeking promotion who do not gain a favorable recommendation from their department rank and tenure committee, the School's Promotion Tenure and Review committee and also do not gain a favorable recommendation from the Dean will not proceed further and will be considered to have been denied promotion. In all cases where promotion is not awarded, the Dean shall meet with the candidate and explain the main reasons for the negative recommendations. The purpose is to help the candidate prepare better for any future application for promotion. Within two working days following this meeting, the candidate may request a written summary of the main reasons for the negative recommendation. The Dean must comply with this request within seven working days.
- v. Following a tenure denial decision, the Dean must provide the candidate with a letter summarizing the main reasons for the denial of tenure, the overall vote of the PTR Committee (i.e. indicating that the candidate is recommended for tenure, is not recommended for tenure, or that the vote was a tie), and a summary of the assessment of the candidate's research, teaching, and service. In developing this letter, the Dean must: (a) provide an accurate summary of the assessment, and (b) not divulge confidential information relating to the review process including, for example, the votes of particular faculty members.

3.4.8 Provostial Review

- i. **The Provost reviews all applications from Faculty members for tenure and/or promotion. The Provost will consider the file based upon accumulated reviews and any responses of the Faculty member at the School level. The Provost concludes their review by sending a recommendation to the President.** [UFH 7.I]
- ii. **The Provost will make a recommendation to the President regarding each Faculty member who has not been denied tenure and/or promotion. The President reviews the recommendations of the Provost. The Provost or their designee(s) presents to the Board of Trustees only those Faculty members that the President concludes are appropriate for tenure and/or promotion.** [UFH 7.E]

3.4.9 Appeal

- i. **The substantive decision whether to grant tenure is non-reviewable in any forum. Any complaint or appeal alleging inappropriate denial of tenure, as described Paragraph [7.]I below, is limited to whether the proper procedure was followed.** [UFH 7.E]
- ii. The decision whether to grant a promotion is non-reviewable in any forum, but a candidate may re-apply for promotion following the provisions of Section 3.4.2.v.b above.

3.5 NTT FACULTY RANKS AND PROMOTIONS

3.5.1 Non-Tenure Track Faculty Titles

There are two tracks into which NTT faculty may be hired: the Instructor track, and the Professor of Practice track. Faculty cannot move between these two tracks.

An NTT faculty member hired as an instructor may hold the title of: Instructor, Senior Instructor, or Distinguished Instructor.

The guideline for workload effort for full-time NTT faculty with an appointment as an Instructor, Senior Instructor, or Distinguished Instructor, is 80/20 (teaching/service), with a baseline teaching load of eight (8) three- or four-credit courses, or equivalent, per academic year. These faculty are not required to engage in scholarship or professional development as part of their position.

An NTT faculty member hired as an Assistant Professor of Practice may hold the title of Assistant Professor of Practice, Associate Professor of Practice, or Professor of Practice.

An NTT faculty with an appointment as an Assistant, Associate, or full Professor of Practice may have a variable workload unique to their position and discipline. The appointment typically includes teaching and mentoring. Examples include directors of clinical or certification programs. Such positions are characterized by the need for specialized training, frequently coupled with the maintenance of certification and/or licensure to practice in a specific field.

In cases where the titles of current NTT faculty (hired pre-2022) differ from those set out above, any changes will be considered on a case-by-case basis.

3.5.2 Non-Tenure Track (NTT) Faculty Appointment and Promotion

3.5.2.1 *NTT Faculty Promotion Requirements*

3.5.2.2 In order to be considered for their first promotion, NTT faculty must have served the university for at least five academic years. The promotion would come into effect no sooner than the seventh year at the university. Ordinarily, NTT faculty should expect to serve at least five years at rank before applying for any subsequent promotion.Criteria

The overall criteria and process for promotion of NTT faculty involve accomplishments in three major areas: (1) teaching, (2) professional work, and (3) service activities and mentoring. For NTT faculty on the professor of practice track, teaching may or may not be evaluated depending upon the duties of the faculty member. For NTT faculty on the instructor track, only teaching and service are considered.

1. Teaching Effectiveness: Please refer to section 3.1.1 Criteria for Faculty Review: Teaching and Associated Activities and section 3.6 Appendix 1 Guidelines for Preparing a Tenure and/or Promotion Dossier for detailed information on the preparation and content of the teaching section of a promotion dossier.
2. Professional Development Activities (for Faculty of the Practice): For promotion for faculty on the professor of practice track, NTTPC will require evidence of continuing proficiency, licensure, and/or certification in the candidate's area of expertise and training; continuing professional development in a relevant field; and other activities that put the faculty member in close contact with industry members and groups such as conference organization and / or presentations. Professional development expectations shall be established by the department in consultation with the Dean at the time of hire.
3. Service and Mentoring Contributions: See section 3.1.3 Criteria for Faculty Review: University and Community Service and section 3.6 Appendix 1 Guidelines for Preparing a Tenure and/or Promotion Dossier for detailed information on the preparation and content of the service section of a promotion dossier.

3.5.3 NTT Faculty Promotion Process

Applicants for promotion must notify the Dean's Office of their intention to apply for promotion by 1 April of the year in which they intend to present a promotion dossier. The dossier should include materials as described in section 3.5.2 and section 3.6 Appendix 1. Each candidate must upload their dossier to a secure web site by 15 August.

Each dossier shall be reviewed by a department committee consisting of all full-time tenured and promoted NTT faculty members. The committee shall deliberate fully and confidentially, evaluating the candidate using the criteria articulated in the CAS Faculty Manual. The committee, including the department chair, shall vote anonymously on whether the candidate meets the criteria required for promotion.

The department chair shall write a letter, setting out the standards used to judge the candidate's performance, the extent to which each criterion is judged to have been achieved, and the results of the vote. The letter is to provide a complete, fair, and balanced assessment of whether the candidate merits promotion, and it must include any dissenting views or qualifications. The department chair shall send a copy of the letter to all members of the department committee for their review and comments. The letter shall be sent to the candidate for their records, and shall be uploaded and included with the candidate's other dossier materials.

The candidate's dossier shall then be considered by the Non-Tenure Track Promotion Committee (NTTPC; described in section 3.5.4) which shall make an evaluation, and recommendation on promotion, to the Dean.

After receiving the dossier from the NTTPC, the Dean shall add their evaluation and recommendation.

The Provost shall review the application and send a recommendation to the President [see UFH 7.I],

The President reviews the recommendations of the Provost. The Provost or their designee(s) presents to the Board of Trustees only those Faculty members that the President concludes are appropriate for tenure and/or promotion. [UFH 7.E]

An application that is rejected in one year may be updated and submitted in a future year.

3.5.4 Non-Tenure Track Promotion Committee (NTTPC)

A five-member Non-Tenure Track Promotion Committee (NTTPC) shall make recommendations to the Dean on all promotion applications submitted by Non-Tenure Track (NTT) faculty in accordance with the provisions of Section 3.5 of this Manual.

NTTPC members shall be elected for three-year terms, as follows:

- a. Two tenured faculty members
- b. Three NTT faculty members with at least 6 years of service at Suffolk, and who have been promoted to a position of at least Senior Instructor or Associate Professor of the Practice.

All full-time CAS faculty members shall be eligible to vote for committee members. No two committee members can come from the same department.

The initial members of the NTTPC shall have staggered terms, with one NTT member elected for a three-year term, one for a two-year term, and one for a one-year term; and with one tenured member elected for a two-year term and the other for a one-year term. A special election shall be held to fill a position that opens up if a member of the NTTPC steps down, goes on sabbatical leave, or ceases to be employed full-time; the replacement shall serve for the remainder of the former member's term.

NTT faculty members elected to NTTPC shall recuse themselves from consideration of their own applications for promotion.

3.6 APPENDIX 1. GUIDELINES FOR PREPARATION AND SUBMISSION OF THE PTR PACKET: THIRD-YEAR REVIEW, TENURE, AND/OR PROMOTION

The tenure and/or promotion or periodic review file will comprise materials submitted by the Faculty member, the School, and the University, as required in each School including a candidate statement, any third-year policies, the annual reports for the previous three years, and a current curriculum vitae. [UFH, 7F]

The implementation rules in this appendix are established by the Dean's Office, in consultation with the CAS Promotion and Tenure Review Committee.

EXTERNAL REVIEW DOCUMENTS (*only if applying for tenure and/or promotion; uploaded and submitted by the candidate by May 1*)

- Curriculum Vitae
- Research Statement (4 page maximum recommended)
- Selected scholarly and/or creative work (1-10 examples, curated by candidate)

CANDIDATE PTR PACKET (uploaded and submitted by the candidate by August 15; additions may be made subsequent to external review document submission)

1. INTRODUCTION

- Curriculum Vitae
- Candidate statement (recommended as a 5-page maximum)

2. TEACHING PORTFOLIO

- Full list of courses taught at Suffolk University (last 6 years required if applying for promotion to full professor)
- Course syllabi for all courses taught at Suffolk during the review period (last 6 years if applying for full professor); most recent version is sufficient unless significant re-design has occurred
- Sample assignments, exams, or course activities
- Summary of student mentoring activities
- Summary of student advising activities
- Other optional items as relevant

[Note: Course evaluations and teaching observations submitted by Chair, not candidate.]

3. SCHOLARSHIP PORTFOLIO

- Literary or research publications (full list, which may include items subsequent to and/or more extensive than those submitted as part of external review)
- List of presentations; samples of recent presentations and/or posters
- Creative work (optional)
- Professional work (optional)
- Grants (optional; indicate “submitted” or “submitted and funded” and the amount)

4. SERVICE PORTFOLIO

- Departmental service
- College service
- University service (optional)
- Community service (indicating professionally-related service to the wider community; optional)
- Professional service (optional)
- Alumni activities (optional)
- Student-focused service (e.g., club advising, competition judging; optional)

5. OTHER

- Other relevant material (if permitted by the University Faculty Handbook; letters from Suffolk students or faculty should not be included)

DEPARTMENT MATERIALS (Uploaded and submitted by the Department Chair prior to Departmental Review):

- Annual reviews for all years of the review period (for those applying for full, annual reviews for all years post-tenure)
- Third-year review letter (only for tenure candidates)
- Student evaluations of teaching (The department should create and include a summary table showing course number and name; semester and year taught; number of students in course; percentage of students evaluating course; aggregate overall rating of course; and a brief statement contextualizing the evaluations vis-à-vis the department overall.)
- Faculty observations of teaching (Include one for third-year review; minimum of two for tenure and/or promotion.)

Uploaded and submitted by the Chair following Departmental Review:

- Chair’s letter (following the procedures described in Section 3.4.4)

Completed candidate packet submitted to CAS Dean's Office by October 1.

3.7 APPENDIX 2. EXTERNAL REVIEW POLICY RELATED TO PROMOTION AND TENURE

Changes in the policy on external reviews must be approved by the CAS Faculty Assembly; the procedures are established by the Dean's Office, in consultation with the CAS Promotion and Tenure Review Committee.*

- A minimum of three external reviews are expected as part of a tenure or promotion application
- As part of the March 15 declaration of intent to apply for tenure and/or promotion, candidates provide the chair² with names and contact information for at least ten potential external reviewers of their scholarship; reviewers should have demonstrated expertise in the candidate's specialty area, as evidenced by a current record of peer-reviewed scholarship, but should be at "arm's length" of the candidate, and not include co-authors, doctoral dissertation committee members, close mentors, or others with a vested personal interest in the candidate's career.
- Tenured faculty in the candidate's department independently generate a list of at least ten potential external reviewers and then merge the two lists to form a combined list of twenty possible external reviewers.
- Chair and candidate may each request the removal of up to two names, with the final list containing no fewer than sixteen potential external reviewers.
- On or about May 1, external letters of evaluation are solicited on a confidential basis by the department chair.
- Reviewers who agree to participate are sent the candidate's scholarship dossier (current CV, statement of research, and copies of scholarly or creative work) along with the description of the institution provided by the Dean's Office, the description of the scholarship criterion from the Faculty Manual, and departmental standards provided by the department Chair.
- Should this process not yield three reviewers who agree to participate, the tenured faculty of the department and the candidate will generate additional potential reviewers.
- When submitting the review, the external reviewer provides current CV and statement regarding their acquaintance with the candidate.
- External reviewers receive a minimum of two months to complete their reviews, with all reviews due not later than August 1.
- All submitted reviews are included by the Chair in the candidate's dossier for promotion and/or tenure; the reviews will be held confidential from the candidate.
- An external review letter may only be considered during one promotion process. Exceptionally, the Dean may allow letters to be used more than once.

* Policy approved by Faculty Assembly, 2 March 2017, except for last bullet point.

² In this document, the Chair is normally the chair of the department, but if the chair of the department is a candidate for promotion or tenure, a departmental tenure/promotion committee chair shall be designated by the Dean.

4 FACULTY PROFESSIONAL RESPONSIBILITIES

This subsection complements the discussion of faculty rights and responsibilities set out in section 5 of the University Faculty Handbook.

4.1 OBLIGATIONS AND TEACHING LOAD FOR FULL-TIME FACULTY

The guideline for the CAS faculty workload effort is 45/35/20 (teaching/scholarship/service) for tenure-track and tenured faculty members. The guideline for workload effort for full-time non-tenure-track faculty is 80/0/20.

The teaching assignment (including schedule and modality) and other duties of an individual faculty member will be established by the department chair with the approval of the Dean. Most tenure track faculty have a baseline load of five (5) four-credit courses per academic year (department-specific variations exist). Variations from this standard require approval from the Dean. Non-tenure track faculty members have a baseline load of eight (8) three- or four-credit courses per academic year.

Scholarship is a significant part of the workload of tenure-track and tenured faculty. A description of scholarly expectations may be found in section 3.1.2 of this Manual.

In addition to meeting all classes as scheduled, faculty members are expected to undertake departmental service and advising duties as assigned by the department chair, to attend Commencement, department meetings, and meetings of the Faculty Assembly. If a faculty member accepts a position on a CAS or University committee, they are expected to honor the responsibilities entailed in committee membership. Support for and involvement in student activities is also encouraged. A full description of service expectations may be found in section 3.1.3 of this Manual.

4.2 ADVISING AND OFFICE HOURS

Full-time faculty should set aside at least three hours a week of regularly scheduled and posted office hours. Office hours should be kept as faithfully and regularly as class hours. These office hours may occur in person or virtually, and should be scheduled when students are most likely to be able to utilize them.

All full-time faculty members are expected to assist with advising and other tasks of registration as assigned by the department chair. When a student comes to the department during advising, faculty members should be willing and able to assist that student with locating their advisor and/or to provide other guidance.

4.2.1 Responsibilities of the Faculty Advisor

- To be available to students by posting and maintaining regular office hours, by seeing students by appointment, and by increasing hours of availability during advising and registration periods.

- To assist students in program planning, concentrating not only on what courses to take but also on when, where, and why they should be taken, given the individual student's needs and abilities.
- To make sure that students are aware of and understand the course options open to them.
- To ensure that students are aware of the support services available to them and know how to access their academic record.
- To be familiar with general career information relevant to the particular major and to make referrals to the Career Center.

4.2.2 Responsibilities of the Department

- To provide the registrar with the names of advisors assigned to students in the major and to provide faculty advisors with pertinent materials regarding the major program.
- To encourage informed, responsible, and personalized advising.

4.3 EARLY ALERT PROGRAM

Faculty must give at least one graded assignment to each undergraduate student in each course by the beginning of the seventh week of the semester. Undergraduate students who are experiencing excessive absences and/or academic difficulty should be identified through the Early Alert process for referral to the Center for Learning and Academic Success for assistance. Faculty participation in the Early Alert process is mandatory. In addition to following the Early Alert procedures, additional evaluations should be completed and reported to students well before the last date for course withdrawal without penalty of an "F" grade.

4.4 FACULTY MONITORING OF STUDENT ATTENDANCE

Federal regulations require universities that receive federal funding to implement a policy monitoring student attendance in class. It is mandatory that faculty complete the student enrollment verification form when required to do so.

Instructors will establish the requirements for attendance and participation in each of their classes and include this information in their syllabi. The student, when absent from class, has the responsibility of obtaining knowledge of materials covered in classes missed, including information about announced tests, papers, or other assignments.

4.5 STUDENT EVALUATION OF FACULTY AND CLASSES

The CAS course evaluation is required in all course sections each semester in all CAS academic departments, except for independent studies and internships. The department chair monitors and ensures the quality of faculty teaching through the review of these materials and through periodic classroom observations, which may be performed by the chair or other full-time faculty.

The CAS course evaluations are completed during one of the final class meetings. The instructor should not be present during the evaluation. Students should be given detailed instructions on how to access the electronic form and provided with 10-15 minutes of class time to complete it.

The department chair receives summary evaluation data for each class, which are then shared with the class instructor. The student evaluations are used as a guide to instructors for course design, pedagogy, and faculty development. They are used by the Dean, department chairs, and the PTR Committee as required data for decisions about promotion, tenure, third-year review, and in annual reviews.

4.6 SHORT- AND LONG-TERM ABSENCE FROM CLASS

The department chair should be notified as far in advance as possible when a faculty member must miss classes so that suitable arrangements can be made. The chair has the responsibility to maintain a log of cancellations, instructor substitutions, or changes in modality, for periodic review by the Dean. Suitable arrangements may include providing asynchronous online work for students. If the faculty member is potentially unable to teach for an extended period, Human Resources must be consulted. The rescheduling of classes as to time or modality requires the approval of the Dean's Office. A change in the location of a class requires approval by the Registrar.

On occasion, a faculty member may be delayed in getting to class. If an instructor has not arrived on time, it is expected that the students will wait for a minimum of 15 minutes after the normal time for starting the class. In the absence of any message to the class concerning probable arrival time, the members of the class are not required to wait longer than this 15-minute period.

4.7 CAMPUS CLOSURE AND CANCELLATION OF CLASSES

Unless the campus is officially closed by the University administration, all College faculty members are expected to meet their classes as scheduled. In the event of a full or partial closure, faculty are expected to teach the course in accordance with the University's continuity of learning policy, as posted on the University website.

4.8 CHANGES TO CLASS TIMES AND ROOM ASSIGNMENTS

Times and places of class meetings are scheduled by the Registrar's Office in conjunction with the CAS Dean's Office. Any change must be authorized by the Dean's Office following approval by the department chair. The official class schedule must be strictly followed. Changes in class days, hours, or place of meeting are not permitted without the express consent of the Dean's Office. Off-campus and online synchronous classes also require similar prior approval.

4.9 FINAL EXAMINATION POLICY

All students enrolled in synchronous classes are expected to take final examinations when scheduled. The instructor may not cancel or change the date of the final examination without approval of the department chair, the Dean, and the Registrar. Faculty are expected to proctor their own exams.

Faculty must provide students with guidelines and expectations regarding the materials they are permitted to reference during final exams. It is incumbent upon both faculty and students to ensure that there is a clear understanding of expectations associated with the administration and monitoring of exams. For more information regarding the administration of final exams, see

Suffolk's final exam policy in the Student Handbook for CAS/SBS students, on the University website.

4.10 GRADES

Course grades must be submitted electronically by the deadline set by the registrar. Failure to submit grades on time may result in considerable inconvenience to the students and additional costs to the University. Any delay in submitting grades by a faculty member is considered a very serious matter and may be considered in faculty annual reviews of teaching. Each year, the Dean's Office reviews grades by area, level of courses, and by individual faculty members, in an attempt to ensure fair grading practices.

4.10.1 Change of Grade

All grade changes must be approved by department chairs. Changes from an Incomplete (I) grade are signed by the chair and sent directly to the Registrar. Other grade changes must be sent from the chair to the Dean's Office.

4.10.2 Incomplete Grades

Before assigning a grade of Incomplete, faculty must ensure that the student has satisfactorily completed 50 percent of the required work for the course. The student and the faculty member must complete and sign an "Incomplete Contract" with an understanding that the work for the class must be completed within one year or the Incomplete grade automatically converts into an F grade. This contract is signed by the chair and kept in the department records.

In the event that a faculty member chooses to extend the one-year deadline for an Incomplete grade, the student and faculty member must complete and sign an extension of incomplete grade form, and send it to the chair for approval, after which it must be sent to the Dean's Office for approval.

4.11 LABORATORY SUPERVISION

Laboratory-based classes must adhere to the same guidelines for faculty absences and course cancellations as outlined in sections 4.6 and 4.7. Students conducting independent and / or small group research with faculty must adhere to the working alone and working after hours policy and procedures administered through the Office of Environmental Health & Safety, details of which may be found on the University website.

4.12 TEXTBOOK ORDERS

Faculty are expected to submit their course material orders when requested to do so in compliance with Federal Law. Requests are generally made in mid-March for the fall semester and mid-October for the spring semester.

4.13 GUIDELINES FOR INDEPENDENT STUDY COURSES

Independent (directed) study courses must be supervised by a full-time CAS faculty member who serves as the instructor of record. The student and supervising faculty member must submit a written proposal to the department chair; the approval form and project description are then forwarded to the CAS Dean's Office for approval. Independent studies may be completed for 1-4 credits. Students must submit registration paperwork by the end of the drop-add period.

4.14 TEACHING CREDITS (T-CREDS)³

The College of Arts and Sciences (CAS) policy on teaching credits ("T-creds") has been established to acknowledge the credit-bearing teaching activities of CAS faculty that are otherwise uncompensated. T-creds are bankable credits that may be accumulated across multiple semesters. They represent points for teaching activities that fall outside the paradigm of the "traditional course" that counts toward load or is compensated as an overload. Examples of this type of activity include the supervision of independent studies (undergraduate and graduate), internships, and honors theses. For additional information, please contact the Dean's Office.

4.15 SUMMER AND WINTER TEACHING ASSIGNMENTS

All summer and winter session teaching is done on a voluntary basis. To the extent possible, a policy of equitable rotation shall be observed for full-time members.

³ As of fall 2021, this program has been suspended, and is being re-evaluated.