



COLLEGE OF ARTS & SCIENCES HANDBOOK

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This handbook is a “living” document. It is a supplement to the [NDSU Policy Manual](#), especially sections 350-353 to which the reader is referred for clarification of any ambiguous or unclear points. The information contained in the following pages will be updated as needed, in response to changing conditions or specific proposals from faculty and administrators.

I. College of Arts & Sciences

1. College Formation

The College of Arts & Sciences was initiated in July of 2023 with the merger of NDSU's former College of Science & Math (CSM), former College of Arts, Humanities, and Social Sciences (AHSS), the School of Education, the department of Interior Design, and the department of Apparel, Retail, and Merchandising. College leadership coordinated the merger through faculty-led task forces. Task forces worked to build unified policy in a limited amount of time. Task force recommendations were distributed among faculty for feedback and underwent revisions as necessary. Final task force recommendations and policy were approved by CAS faculty votes in spring 2024.

2. Mission & Vision

A. North Dakota State University

Mission: We provide transformational education, create knowledge through innovative research, and share knowledge through community engagement that meets the needs of North Dakota and the world.

Vision: To lead the advancement of our land-grant ideals through innovative education, research, and outreach.

Core Values: The keystone to the success of the NDSU strategic plan is our commitment to shared governance, transparency, responsible decision-making, and a sustainable future. The [2021-2026 Strategic Plan](#) is based on the following NDSU core values: Collegiality, Community, Creativity, Excellence, Inclusivity, Impact, Innovation, Integrity, Resilience, Responsiveness, and Transformation.

B. College of Arts & Sciences

The College of Arts & Sciences mission was drafted through faculty governance in strategic planning sessions led by Dean Wallin and Associate Dean Jung in Fall 2024.

3. Committee Membership

One representative from each of the following seven areas will serve on CAS College Committees:

- (1) Performing Arts (Theatre and the Challey School of Music)
- (2) Design (School Design, Architecture & Art)
- (3) School of Education
- (4) Humanities (English and the School of Humanities)
- (5) Math/Physics/Stats (Mathematics, Physics, and Statistics)
- (6) Physical Sciences (Biological Sciences, Chemistry & Biochemistry, and Coatings & Polymeric Materials)
- (7) Social and Behavioral Sciences (Communication, Criminal Justice, Political Science & Public Policy, Psychology, and Sociology & Anthropology)

There are six standing elected committees in the College of Arts & Sciences. Additional ad hoc elected committees will be added as needed. The committee membership can include all ranks of tenure track faculty, professors of practice and senior lecturers. The lone exception is the PT&E College Committee which will define membership and voting according to rank.

Committee members are elected to three-year terms decided by a simple majority approval. Terms are staggered so that the terms of approximately one- third of the members of each committee change annually. Elections for vacancies on committees are held each spring via online voting. Prior to online voting, the College will host an all-college “Meet Your Nominees” event. The purpose of this event is to prepare faculty for the vote. During the event those nominated to serve on a committee will (1) share with faculty why they are interested in serving on a college committee, and (2) answer any questions posed. In addition, nominees will submit a short statement to the Dean’s Office that expresses their experience and/or why they’d like to serve. These statements will be organized and distributed with the link to the online voting platform.

The terms of committee members usually begin on August 16. If a vacancy occurs between regularly scheduled committee elections, an election shall be held via online voting to elect a representative from the appropriate area to complete the remainder of the term. At the end of the 3-year term, another election will be held. The committee member who was elected to serve the remainder of the term will be eligible to run again for the new term.

No more than one person from each area should be on any committee at one time. However, an area has the right to refuse representation. If this occurs, representation is opened to the college at large and the position will be filled via online voting. In addition, no faculty member will serve on more than one standing college committee at any given time. Faculty may serve on a standing committee and additional ad-hoc committees.

Committee membership will be reviewed and revised in Fall 2026, and every 5 years thereafter, to adjust for any unforeseen consequences, etc.

4. Standing Committees

Standing committees are college committees that adhere to the CAS Committee Membership policy (section I.3 Committee Membership). Faculty must be elected to serve by a simple majority approval on standing committees.

A. Awards Committee

1. Purpose

To determine and review College of Arts & Sciences awards for each academic year and to select and submit award recipients to the Dean and/or Associate Dean.

2. Duties

- Regularly review/assess the college awards process and provide recommendations to the Dean's Office.
- Develop and assess college award rubrics used to ensure equity in the award selection process.
- In collaboration with Dean, Associate Dean, Assistant Dean, and Heads/Chairs, solicit CAS award nominations.
- Select award recipients.

B. Curriculum Committee

1. Purpose

To act on all matters pertaining to curriculum, such as course changes, new courses and changes to degree requirements.

2. Duties

- Review and suggest edits to submitted curriculum documents, including syllabi, for adherence to NDSU requirements ([NDSU Policy 331.1](#)).
- Strive to ensure that all parties that might be affected by a given curricular change have been consulted, and that adequate documentation of consultation is attached to the proposal in CourseLeaf or relevant system.
- Ensure adequate discussion of potential overlap with existing courses has occurred.
- Ensure that consistency of the proposed course material with the level and number of credits proposed has been adequately addressed by the submitting departments, as per information in the current University Catalog.
- Ensure that departments have addressed the impacts of the proposed changes on their degree programs.

- Recommend and maintain standards leading to approval for graduation from the academic programs of NDSU.
- Communicate and advise on changes for curriculum proposals as needed.
- Determine two faculty members to represent the College of Arts & Sciences on the University Curriculum Committee.

C. Policy & Procedures Committee

1. Purpose

To assess and manage changes to college policies and procedures defined in the CAS College Handbook.

2. Duties

- Consider questions from faculty, staff, students and administration that are not clearly within the jurisdiction of the other elected committees in the college.
- Serve as an impartial forum to discuss initial (physical) space allocation questions. This may include departmental expansions and contractions as well as uses and/or inefficiencies in space allotment.

D. Promotion, Tenure, and Evaluation (PTE) Committee

1. Purpose

The purpose of the Promotion, Tenure, and Evaluation Committee are outlined in the College of Arts & Sciences PTE Guidelines in section 14 of this handbook.

2. Duties

- The College PTE committee will review candidate portfolios for promotion and tenure; evaluate whether (a) the department/academic unit has followed and applied their policy and (b) the candidate meets College standards; and make recommendations for/against promotion/tenure.
- In the case of a negative third-year review by the department/unit Chair/Head or PTE committee, the College PTE committee will prepare a written evaluation and recommendation regarding progress toward tenure (see Sec. 10 of CAS PTE policy).
- The committee will ensure that promotion and tenure evaluation criteria are aligned with official position descriptions and that College policies and standards are congruent with the University's mission and its policies on promotion and tenure, while reflecting the College's unique expectations of its faculty members ([NDSU Policy 352, Sec. 1](#)).

- Prior to commencement of deliberations, all committee members must have completed, within the last three years, PTE committee training and Title IX training, provided through the NDSU Office of the Provost.
- The procedures for periodic review developed by each department/academic unit shall be reviewed and approved by the College PTE committee and the Dean ([NDSU Policy 352, Sec. 4](#)).

3. Membership

The committee will consist of two at-large members, giving priority to one professor of practice and one research professor, and seven tenured members, with one representative from each of the areas noted in the College Membership (see section I.3 Committee Membership).

E. Student Progress & Academic Achievement

1. Purpose

To act on behalf of the faculty in matters relating to student progress and achievement.

2. Duties

- Review petitions from students asking for special consideration in the application of any college or university academic regulation; these academic regulations include but are not limited to, policies related to:
 - a. Request for retroactive withdrawal from courses in a given semester
 - b. Exceptions to academic suspensions
- Adjudicate student appeals to academic misconduct charges.
- Forward to the Registrar a report of action involving individual students.
- Review and select College scholarship recipients including, but not limited to:
 - Weber, Virgene R. Memorial Scholarship
 - Dr. Robert and Mary Ann Tucker Pres. Research Fellowship
 - Hinsz Science & Mathematics Education Scholarships Endowment
 - Randy L. Geggelman Memorial Scholarship Endowment
 - Denise and Jon Beusen Endowed Scholarship
 - Fred A. Bristo Jr. Scholarship
 - Ralph L. Pitman Memorial Scholarship
 - William T. McMahon Memorial Scholarship
 - Lucille McMahon Heggeness Scholarship Endowment Fund
 - Jack and Jan Fuller Scholarship
 - Donald Busek Scholarship
 - Rachel K. Roen Memorial Scholarship
 - Bjork Family Scholarship Endowment

- AHSS Student Ambassador Scholarship
- AHSS Scholarship for Diversity
- Tom and Ann Riley Scholarship Endowment Fund
- Kent Sandstrom Scholarship Endowment
- Timothy J. & Rosalinda Kloberdanz Cultural Heritage Scholarship
- Glen Hill Memorial Scholarship
- Byron L. Berntson (Class of 1961) Memorial Scholarship
- Delsie Holmquist Memorial Scholarship

F. Wellbeing

1. Purpose

To assess and coordinate efforts to maintain and improve staff and faculty wellbeing, belonging, and retention.

2. Duties

- Define wellbeing for CAS faculty and staff.
- Develop programming to support CAS faculty, staff, and student wellbeing based on wellbeing assessments and survey results.
- Liaise with NDSU President's Council on Wellbeing to coordinate efforts.
- Coordinate efforts with departmental and program efforts including but not limited to working with them to implement initiatives and supporting existing efforts.
- Communicate committee progress and evaluate committee initiatives twice per year with a formative report due at the conclusion of the Fall semester and a summative report due at the conclusion of the Spring semester.
- Liaise with other college committees and leadership to ensure a focus on wellbeing across college initiatives and efforts.

5. Standing Working Group/s

The College of Arts & Sciences Standing Working Groups do not adhere to the CAS Committee Membership policy (section I.3 Committee Membership). As such, faculty do not need to be elected to serve on working groups.

A. College Community Working Group

1. Purpose

To assist the Dean's Office in creating, sustaining, and celebrating a diverse and inclusive college environment for faculty and staff.

2. Duties

- Assess inequity across college.
- Provide Dean's Office recommendations for supporting underrepresented faculty and staff.

6. Ad Hoc Committee/s

Ad Hoc committees are temporary college committees that adhere to the CAS Committee Membership policy (section I.3 Committee Membership). Faculty must be elected to serve on ad hoc committees.

A. Equitable Workload Committee

1. Purpose

To provide external support for units (i.e. Departments or Schools) as they develop unit-specific equitable workload policies for faculty. The responsibilities of the CAS Equitable Workload Committee will be revisited in the spring of 2027 to determine if there is still a need for the committee.

2. Duties

- Collect resources about best practices for developing unit-specific equitable workload policies and creating a repository that units can readily access.
- Support the development of unit-level policies, including regularly communicating with units about the progress being made in equitable workload policy development.
- Serve as an external reviewer for equitable workload policies if units are unable to reach consensus on a policy or if there is concern that policy development is not

representing all faculty in a unit. In this instance, units could request that the CAS Equitable Workload Committee review the unit policy, meet with the parties in conflict, and provide suggested revisions to the policy. Disputes about individual workload equity should be referred to the unit Chair/Head, the Associate Dean for Faculty Affairs and Success, and/or the Standing Committee on Faculty Rights (SCOFR), as needed.

- Explore tools, including possible software, for establishing benchmarks of faculty workload. This data will be used as part of the process for developing unit equitable workload policies that are holistic in regard to recognizing all types of faculty work. The committee would provide a recommendation to the Dean of CAS about a software to potentially pilot if units are interested.
- Consider ways to incorporate traditionally unrecognized or hidden faculty work into workload assessments, including work done off-contract during the summer months.
- Collect survey data from faculty and administrators about priorities on campus for improving workload equity.

7. NDSU Senate

A. Faculty Senate & Representation

The College of Arts & Sciences holds 15 seats on Faculty Senate. The 15 seats will be elected among the following areas:

- (1) Performing Arts (Theatre and the Challey School of Music)
 - 2 senators
- (2) Design (School of Design, Architecture & Art)
 - 2 senators
- (3) School of Education
 - 2 senators
- (4) Humanities (English and the School of Humanities)
 - 2 senators
- (5) Math/Physics/Stats (Mathematics, Physics, and Statistics)
 - 2 senators
- (6) Physical Sciences (Biological Sciences, Chemistry & Biochemistry, and Coatings & Polymeric Materials)
 - 2 senators
- (7) Social and Behavioral Sciences (Communication, Criminal Justice, Political Science & Public Policy, Psychology, and Sociology & Anthropology)
 - 3 senators

Per [NDSU Faculty Senate bylaws](#), terms of office shall begin on the Tuesday following Spring Commencement. The term of office of an elected Senator shall be three years. Senators cannot be reelected for consecutive terms.

Terms are staggered so that the terms of approximately one-third of the Senators change annually. Elections for vacancies will be held by April 15 of each year via online voting following an all-college “Meet the Nominees Event” (see Section 3: Committee Membership).

If a vacancy occurs between regularly scheduled elections, an election shall be held via online voting to elect a representative from the appropriate area to complete the remainder of the term. Should a representative from a vacant area not volunteer to serve on Faculty Senate, representation is opened to the college at large and the position will be filled via online voting.

The Faculty Senate election process will be reviewed and revised in Fall 2026, and every 5 years thereafter, to adjust for any unforeseen consequences, etc.

B. Staff Senate

The Staff Senate of North Dakota State University work as a representative body of NDSU’s broadband employees. Everyone is invited to attend Staff Senate meetings. More information can be found at https://www.ndsu.edu/staff_senate/.

C. Student Senate

Per the [Student Senate’s webpage](#), Student Senate consists of students representing academic and residential districts. They discuss student issues and decide whether to approve various funding requests or legislation for student organizations and projects aimed to better campus.

The College of Arts & Sciences has six student representatives on the Student Senate.

8. College Curriculum

College-Level Curriculum Requirements for Degree Programs

Curriculum Guides for 2023 and Earlier

- The curriculum guides for degree programs dated 2023 and earlier that used to be housed in the former colleges preceding the College of Arts & Sciences (College of Science & Math or College of Arts, Humanities, and Social Sciences) have not changed.

- That means for curriculum guides dates 2023 and earlier, college requirements of the former colleges will stand as they appear on those curriculum guides.
- To be degree eligible, students on 2023 and earlier curriculum guides will need to meet college requirements listed on those guides.

Curriculum Guides for 2024

- When CAS formed, no college-level requirements were in place.
- Consequently, curriculum guides dated 2024 do not have any college-level requirements.
- If a student begins or moves over to a 2024 curriculum guide housed in CAS, they will not have any college-level requirements.

Curriculum Guides for 2025 and Beyond

- Based on results of a November 2024 college-wide vote, CAS will continue without college level curriculum requirements.
- If a student begins moves over to a 2025 (or later) curriculum guide housed in CAS, they will not have any college-level requirements.

Additional Information for Advisors

- Students are permitted to move to a more recent curriculum guide within their major but may not move to an older one.

9. Instruction

A. Final Examinations

Regarding final examinations, [NDSU Policy 336 Examinations and Grading](#) states that the [schedule for final examinations](#) is determined and published by the [Office of Registration and Records](#). Examinations will be given in all but one-credit courses and will be given during the examination period. If for some reason it is appropriate to dispense with an examination or to give it earlier than the examination period, it is necessary to secure the approval in advance of the department chair.

B. Dead Week Policy / Persistence Week

Per [NDSU Policy 336: Examination and Grading](#), only one exam or quiz per course may be given during the last two weeks of the semester (prorated accordingly for variable length courses), which includes finals week. Exceptions include summer classes, self-paced/correspondence courses, make-up exams, courses in which laboratory is incorporated with a lecture, one-credit courses, and quizzes that account for less than 5% of the students' overall grade. If an instructor chooses to give an exam during the last week

of classes, [instructors are] expected to make some instructional use of the final examination time.

C. Mid-Term Grading / Academic Alerts

Per [NDSU Policy 336: Examination and Grading](#), as an early intervention effort to improve retention and academic progress of students, mid-term grade rosters are generated prior to the 8th week of fall and spring semesters for all standard full-semester classes. Instructors are encouraged to enter deficient mid-term grades of D and F in undergraduate courses.

Instructors are encouraged to [enter course alerts](#) in Bison Advise for students that are struggling (poor test scores, poor assignment quality, missing coursework, and/or poor attendance). Course alerts are directed to a student's Academic Advisor who then connects with the student to provide support.

D. Pass-Fail Grading

In the College of Arts & Sciences, courses taken pass/fail will not be used to satisfy any requirement other than total credits. Individual departments may have additional restrictions. Per the [University Catalog](#), the pass/fail option may not be used for courses taken to meet general education requirements, unless the course is only offered as pass/fail.

E. Incomplete Grading

Under extraordinary circumstances and at the discretion of the instructor, a student may be assigned a grade of incomplete (I). See [NDSU Policy 336](#) Examinations and Grading for policies governing the assignment of an Incomplete.

F. Course Syllabus Guidelines

Each course taught at NDSU shall have a syllabus to provide specific class information for students and to fulfill federal and other legal requirements. Instructor will distribute/post syllabi to enrolled students the Friday prior to the start of the semester/session. See [NDSU Policy 331.1](#) Course Syllabus for policies governing course syllabi.

10.Support for Student Success

A. Learning Assistant Program

The [Learning Assistant Program](#) partners talented undergraduates with faculty teaching large-enrollment courses to foster a learner-centered classrooms that are conceptually driven, cognitively challenging, and authentic to the discipline.

B. Peer Mentors

The College of Arts and Sciences [Peer Mentor Program](#) was developed to encourage and support students toward success, personally, socially and academically. The main purpose is to enhance the college experience by creating a positive and supportive community of peers; a welcoming environment of students who are available to advise, listen and share experiences.

C. Professional Advisors

Professional Advisors embedded in the College of Arts & Sciences are assigned to all first-year students, second-year students, first-semester transfer students, and other students needing extra support.

D. Student Ambassadors

The [College of Arts & Sciences Ambassadors](#) play an important role in student recruitment. Ambassadors are selected from all departments and majors within the college and participate in a number of events throughout the academic year.

II. Administration

11. Administrative Procedures in the College of Arts & Sciences

A. Department Heads/Chairs/Directors

The Department Heads/Chairs and School Directors are academic leaders with managerial and programmatic responsibilities for their designated department or school. Leadership terms and appointments vary by department and should be noted in Department (or School) Bylaws.

The Dean seeks to be the Chair/Head/Director's advisor and collaborator and expects the Chair/Head/Director to represent candidly the achievements, needs, and concerns of the department and to give the Dean advice on matters about the welfare of the College of Arts & Sciences.

B. Dean's Office

The Dean's Office consists of the following roles.

Dean: Responsible for the college budget and other fiscal responsibilities, part of the NDSU Leadership team to work for the benefit of the most, strategic planning, donor relations and fundraising.

Assistant to the Dean: Initial contact for the Dean's Office, manages the Dean's calendar, the CAS Scholarship program, personnel files for the College, and so much more.

Assistant Dean for Student Success: Manages peer mentors, learning assistants, and student success programs, College first-year experience, recruitment, student concerns & appeals

Associate Dean for Faculty Affairs & Success: Oversees the PTE process, faculty onboarding, personnel issues and faculty concerns, as well as faculty awards and recognition.

Business Manager: Manages College Business Office, manages all financial activities in the College, ensures policy compliance in spending and human resource practices, and is the liaison for central administration offices (Accounting, Budget, Grants & Human Resources).

Directors of Development: Focused efforts on College fundraising, donor relations, relationship building with NDSU stakeholders, collaboration with CAS Dean to strengthen community partnership and support for faculty, students, and staff.

C. Evaluation

All full-time faculty must be reviewed annually, have a current position description, and have an official personnel file maintained in the college's dean's office according to [NDSU Policy 352](#), [NDSU Policy 350.1](#), and [N.D.C.C. 54-06-21](#). Faculty include probationary and tenured faculty, professors of practice, research professors, senior lecturers, and lecturers.

The department chair/head will ensure that all faculty are reviewed annually. Further, the department chair/head will ensure that all faculty have job descriptions that are annually reviewed and updated. Annual evaluations will include an evaluation of the faculty member's performance relative to their current position description.

Per [NDSU Policy 327](#), all administrators will undergo comprehensive reviews. The first comprehensive review will be completed by the end of the administrator's third year of appointment.

D. Salary Administration

Per [NDSU Policy 129](#), decision-makers in the salary administration process will strive to make salary decisions fairly and communicate them effectively. Please review Policy 129 for salary administration methods and guidelines.

E. Appointments

Although, departments recruit and choose faculty hires, the Dean holds a principal voice in hiring and rank assignments. Faculty lines must be approved by the Provost. Department Heads/Chairs should work with the Dean to fill vacant faculty positions and/or propose new faculty lines. Department should refer to [NDSU Policy 103](#), [NDSU Policy 103.1](#), and [NDSU Policy 304](#) for University procedures related to filling positions.

F. Board of Advisors

The College of Arts & Sciences Board of Advisors is composed of engaged College alumni. The Board's mission is to provide advice and support for the Dean and College, to help improve the quality of academic, research and outreach programs, and to facilitate advances in student, faculty, and staff success and development.

III. Faculty

12. Faculty

A. Faculty Membership and Ranks

Faculty Ranks are:

- Tenured Appointments (Professor, Associate Professor, Assistant Professor)
- Research Professorships (Research Professor, Research Associate Professor, Research Assistant Professor)
- Professor of Practice (Professor of Practice, Associate Professor of Practice, Assistant Professor of Practice)
- Lectureship (Lecturer, Senior Lecturer)

B. Tenured Appointments

Per [NDSU Policy 350.1](#), tenured appointments recognize a right to continuous academic year employment in an academic unit or program area. A faculty member shall qualify to be recommended for a tenured appointment by satisfying the criteria for tenure developed in accordance with subsection 3 of this policy.

C. Research Professorships

Per [NDSU Policy 350.1](#), Research Professorships shall be for faculty members whose primary function is research in a position that is supported entirely by extramural funding.

D. Professors of Practice

Per [NDSU Policy 350.1](#), the designation, Professor of Practice, shall be for faculty members whose primary function is to teach in their academic discipline and carry out other responsibilities assigned at the discretion of the department or college, including apportionment of their time to service and/or other professional responsibilities.

E. Lecturers and Senior Lecturers

Per [NDSU Policy 350.1](#), Lecturers provide the services defined in the letter of appointment, which are generally limited to teaching specific courses or advising a certain number of students. Full-time lectureship appointments are considered temporary. Service beyond a

total of six consecutive years requires a written justification by the department and approval by the Dean and the Provost.

Lecturers and Senior Lecturers are not eligible for tenure. They are not subject to the evaluation procedures outlined in Section 14 (Policy and Procedures for Promotion, Tenure, and Evaluation) of this handbook.

The position of Senior Lecturer is designated for lecturers who demonstrate truly distinguished teaching skills and a strong commitment to professional development. Criteria and procedure for promotion to Senior Lecturer will be recommended by the CAS PTE Committee for faculty input and voting in the 2024-2025 academic year. Implementation of the policy will begin in AY 2025-2026.

Lecturers and Senior Lecturers are eligible to serve on all College committees except for the CAS PTE Committee.

F. Responsibilities of 9-month & 10-month Faculty

Although specific expectations for 9-month and 10-month faculty are determined by individual department policy, the [NDSU Policy Manual Section 320](#) identifies the following faculty obligations:

1. Basic Obligations

Regular faculty appointments carry those responsibilities and privileges traditionally identified with academic positions. While a minimum of specific restrictions are imposed on the activities of a faculty member, they are under obligation to render to the University the most effective service of which they are capable. Moreover, they are expected to increase their depth and range of competency with increased length of service. All members of the faculty have a responsibility to develop their professional proficiency.

Faculty member obligations fall into these four broad areas: 1) academic instruction, 2) research and other scholarly activities, 3) administrative and related duties, and 4) professional service to communities. Primary responsibilities for most appointees include the functions of teaching and research.

These broad statements of faculty responsibility mean that faculty members are accountable to the University during the term of their appointment (including summer school appointments) for all necessary or appropriate teaching, research, administrative, and service obligations. More specifically, this means that faculty members are obligated to meet all their scheduled classes, to schedule and be available for a reasonable amount of consultation hours in their office, and to attend scheduled meetings that are related to their professional obligations.

2. Office Hours / Student Hours

Faculty members are considered professional personnel responsible for accomplishing the tasks for which they are employed. Faculty members are responsible for making time available for student conferences and are expected to post a listing of office hours.

3. Annual Leave

While nine-month faculty members thus have considerable flexibility in scheduling and fulfilling these professional obligations, they should not regard as automatic [leave] all those periods when University classes are in recess. It should be clearly understood that there is no formal annual leave policy established for faculty whose regular term of employment is less than 12 months either by the State Board of Higher Education or by the University, other than the obvious fact that all faculty members are entitled to take the holidays defined by the State of North Dakota for state institutions.

4. Sick Leave

Please see CAS Sick Leave, Family Leave, and Modified Duties in section 16, College Policies.

G. Consulting

Per [NDSU Policy Manual Section 152](#), North Dakota State University, within stated guidelines, encourages employees to participate in professional activities providing information, advice, or services to those outside of the University as a means of gaining additional professional experience and maintaining professional competency within their specialized disciplines. Participation in external professional activities is expected to contribute to the mission of the University.

External activities and financial interests must not interfere with the expected primacy of [NDSU] commitments, nor present a conflict-of-interest to the University, nor create a public relations problem for the University. Prior to accepting appointments, engaging in a business, or otherwise diverting their attention from university duties, employees must make disclosure of the activity and, if appropriate, obtain approval through the proper channels, beginning with their direct supervisor.

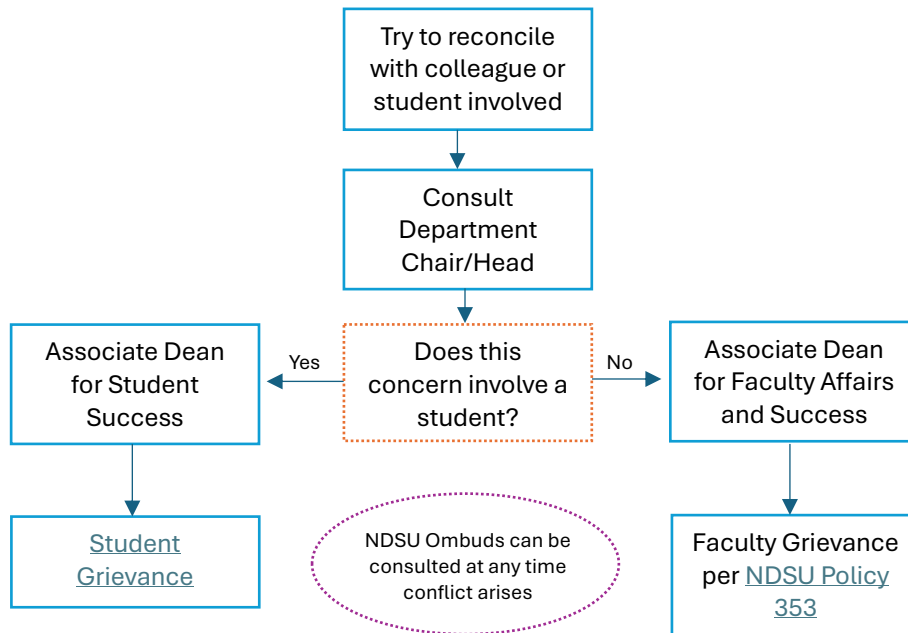
H. Faculty Ambassadors

The College of Arts & Sciences offers leadership opportunities for faculty and staff to advance the college efforts in the following areas: Service Learning, K-12 Outreach & Recruitment, Research & Creative Activity, and Community. Ambassadors have a term limit and are compensated with a stipend.

1. Service-Learning Ambassadors develop, organize, and oversee the College Service-Learning courses and community partnerships.
Positions available: 2
Qualification: Associate, Full Professor or Professor of Practice
Term limit: 1 year
2. K-12 Outreach & Recruitment Ambassador identifies, supports, and promotes K-12 outreach and recruitment initiatives across the College.
Positions available: 1
Qualification: Associate, Full Professor or Professor of Practice
Term limit: 3 years
3. Research & Creative Activity Ambassador serves as the conduit between the College and NDSU's Office of Research and Creative Activity. This position assists faculty with pre-proposals and provides advice/expertise to faculty applying for complex grants.
Positions available: 1
Qualification: Associate, Full Professor or Professor of Practice
Term limit: 3 years
4. Community Ambassadors collaborate to implement, model, and celebrate inclusive best practices across the College.
Positions available: 7
Qualification: College faculty or staff
Term limit: 3 years

13. Faculty Concern Guide & Faculty Grievance

Please use the following flow chart to assess how to manage a concern or conflict.



The [NDSU Ombudsperson](#) is a confidential resource for faculty, instructors, lecturers and others working in academic affairs. Services provided include consultation, conflict resolution (mediation, conflict coaching, group facilitation), training/education, and team development.

Per [NDSU Policy Manual Section 353](#), "Grievance" means an allegation of a violation by an NDSU administrator of a specific Board or institutional policy, procedure or practice pertaining to the employment relationship. This includes the terms of the grievant's employment contract."

14. Conflicts of Interest

Per [NDSU Policy 151](#), "a conflict of Interest is a divergence between an individual's private interests and their professional obligations to the University such that an independent observer might reasonably question whether the individual's professional actions or decisions are determined by considerations of personal gain, financial or otherwise. For example, situations in which personal considerations may compromise or appear to compromise a researcher's professional judgment in conducting or reporting research." Please review 151, section 3.2 to review types of conflict of interest.

Faculty that have [conflicts of interest in research](#) are required to complete [NDSU's Conflict of Interest Disclosure](#) through Novelution. "All Investigators will complete, no less

frequently than annually, the Conflict-of-Interest Disclosure form for the duration of the funding...this information must be received before a proposal will be submitted by Sponsored Programs.”

Faculty that have personal, financial, or commitment conflicts of interest are also required to complete [NDSU’s Conflict of Interest Disclosure](#) through Novelution annually.

“A standing University Conflict of Interest Committee (UCIC) shall be responsible for (a) reviewing significant interest and conflict disclosures and (b) developing, approving, and monitoring plans to manage or eliminate conflicts of interest.” More information regarding review of disclosures can be found in 151, section 5.

15. Campus Resources

A. CAS Faculty Resource Webpage

The College of Arts & Sciences’ website has a page dedicated [Faculty Resources webpage](#). On this page, you can find helpful links for faculty including college committee assignments, meeting minutes, and our college Handbook.

B. NDSU Office of Teaching & Learning (OTL)

The [Office of Teaching & Learning](#) is a supportive place to find workshops, resources, and assistance to better your teaching. Each year, OTL hosts and Teaching & Learning Conference (May), as well as a Faculty & Staff Academic Conference (August). They offer instructional coaching, peer teaching evaluations, and have an [Instructor Resources page](#) on their website.

C. NDSU Instructional Design Center (IDC)

The [IT Instructional Design Center](#) offers instructional design service that pairs instructors with an instructional designed (ID) and an academic technologist (AT) to enhance course development. The IDs focus on pedagogical strategies, course design, and accessibility, while Ats assist with integration of educational technologies. Additionally, student employees develop resources to help faculty create accessible materials, organize multimedia content, and specialized course resources such as lab videos. You can find IDC Professional Development Opportunities [HERE](#).

D. IT Service Center

Trouble with information technology (issues with computer/laptop/printer, system access, internet connection, etc.) can be directed to the IT Service Center [HERE](#).

E. NDSU Center for Accessibility and Disability Resources (CADR)

The [Center for Accessibility and Disability Resources \(CADR\)](#) facilitates reasonable accommodations to support students with disabilities. CADR also serves as a resource to the many University administrative units and academic departments that have responsibility for or obligations to accommodate faculty, staff and campus visitors with disabilities.

Students that wish to request an accommodation should contact CADR.

Faculty and staff that wish to request an accommodation should contact Human Resources (701-231-8961 or ndsu.hr@ndsu.edu). For information regarding an accommodations at NDSU, please see [NDSU Policy 168](#), Reasonable Accommodation on the Basis of Disability.

F. NDSU Library Resources

The [NDSU Library](#) provides research support for including research assistance for instructors and students, teaching assistant training in library research methods, and instruction for students/classes about library resources. recommendations. An overview of faculty services provided by the library can be found [HERE](#).

Instructors can have items placed on reserve for their courses. Instructions for course reserves can be found [HERE](#).

G. NDSU Center for Writers

The [Center for Writers \(CFW\)](#) offers free writing support to all NDSU undergraduate and graduate students, faculty, and staff. Writing consultants have experience working in a range of disciplines at all levels. The CFW provides one-on-one meetings with a writing consultant, workshops, and writing groups.

H. University Police & Safety Office

The [University Police and Safety Office](#) provides professional services and resources to help the campus be a safe and secure environment while being prepared to respond to the emergency service need of the community. Campus safety services include the [NDSU Personal Safety and Security Assist](#) (connect to NDSU Police through a security app) and the [Campus Safety Escort Service](#).

16. College Policies

A. Policy and Procedures for Promotion, Tenure, and Evaluation

Policy and Procedures for Promotion, Tenure, and Evaluation College of Arts and Sciences North Dakota State University

1. INTRODUCTION

- 1.1. This document describes the policy and procedures for promotion, tenure, and evaluation (PTE) in the College of Arts and Sciences, consistent with SBHE Policy 605.1 Academic Freedom and Tenure; Academic Appointments and with NDSU Policy 352 Promotion, Tenure and Evaluation.
- 1.2. The promotion of faculty, awarding of tenure, and prerequisite processes of evaluation and review of faculty are of fundamental importance to the long-term ability of the University to fulfill its Land Grant mission. Promotion recognizes the quality of a faculty member's contributions in areas of teaching, creative activity/research/scholarship, service, and administration (if relevant) consistent with their position description. Promotion further acknowledges that the faculty member's contribution to the University is of increasing value (NDSU Policy 352, Sec. 1).
- 1.3. Tenure provides an underpinning for academic freedom – the essential foundation of knowledge discovery and creative activities – and indicates the expectation of continued employment for faculty members who show promise of sustained contributions and potential long-term value to the institution, as evidenced by professional performance and growth (NDSU Policy 352, Sec. 1).
- 1.4. Both formal and informal evaluations provide important feedback to faculty and administrators on their performance. Formal performance evaluations can be useful in prioritizing efforts, maintaining focus, monitoring progress, aligning workloads with performance expectations, and as a method to recognize achievements and areas needing improvement. This process will be transparent and forthright.
- 1.5. NDSU Policy 352 requires every department/academic unit to develop a written PTE document with unit/discipline-specific definitions, criteria, and evaluation procedures to ensure that the breadth of talents, capabilities, and accomplishments of faculty within the unit are properly acknowledged. The departmental/unit document also designates the types of evidence to be used for the evaluation of progress towards tenure, for tenure and promotion decisions, as well as for post-tenure review of faculty. While departments/units may be more specific in defining their standards, criteria, and procedures, their documents must be consistent with the policies and procedures of the College and the University and must be aligned with official position descriptions.

- 1.6. Tenure-line assistant professors who are hired without previous, relevant experience shall be evaluated for tenure and promotion by their department/academic unit and by the College after a probationary period of six years. Exceptions for early promotion and procedures for faculty hired with previous, relevant experience are described in Sec. 13 of this policy and in NDSU Policy 352, Sec. 3.5.
- 1.7. Extensions of the probationary period for childbirth or adoption, personal illness or disability, institutional circumstances, and extraordinary circumstances (e.g., pandemic, building collapse) are described in NDSU Policy 352, Sec. 3.6. At any time during the probationary period, but prior to the sixth year, a faculty member may request an extension of the probationary period not to exceed three years based on personal or family circumstances, which, according to reasonable expectations, impede satisfactory progress towards promotion and tenure. Faculty given promotion and tenure credit are eligible for this extension. The request must be in writing and will be reviewed and forwarded sequentially with recommendation by the Chair/Head, Dean, and Provost to the President who will approve or deny the request. Denial of an extension request may be appealed under NDSU Policy 350.4.
- 1.8. Because of variations among individuals in strengths and/or responsibilities, faculty members are not expected to exhibit equal levels of accomplishment in all areas of activity. Moreover, disciplines will vary with respect to the kinds of evidence produced in support of quality of contributions (NDSU Policy 352, Sec. 1).
- 1.9. The College of Arts and Sciences recognizes tenure-line, professor of practice, and research professor faculty lines in the promotion, tenure, and evaluation process. Each faculty line is developed to be unique to the responsibilities and expectations of faculty; hence, nothing in this document is to imply a hierarchy of importance between tenure line, professor of practice, and research professor appointments. The workload distribution among job responsibilities typically differs by appointment type. Based on workload agreements specified in annual position descriptions, tenure-line faculty and research professors typically assume greater responsibility for research, while professors of practice typically assume greater responsibility for teaching and/or service.

2. RESPONSIBILITIES OF COLLEGE PTE COMMITTEE

- 2.1. The College PTE committee will review candidate portfolios for promotion and tenure; evaluate whether (a) the department/academic unit has followed and applied their policy and (b) the candidate meets College standards; and make recommendations for/against promotion/tenure.
- 2.2. In the case of a negative third-year review by the department/unit Chair/Head or PTE committee, the College PTE committee will prepare an independent written evaluation and recommendation regarding progress toward tenure (see Sec. 10 of this policy).
- 2.3. The committee will ensure that promotion and tenure evaluation criteria are aligned with official position descriptions and that College policies and standards are

congruent with the University's mission and its policies on promotion and tenure, while reflecting the College's unique expectations of its faculty members (NDSU Policy 352, Sec. 1).

- 2.4. Prior to commencement of deliberations, all committee members must have completed, within the last three years, PTE committee training and Title IX training, provided through the Office of the Provost.
- 2.5. The procedures for periodic review developed by each department/academic unit shall be reviewed and approved by the College PTE committee and the Dean (NDSU Policy 352, Sec. 4).

3. MEMBERSHIP OF COLLEGE PTE COMMITTEE

- 3.1. Composition: The committee will consist of two at-large members, giving priority to one professor of practice and one research professor, and seven tenured members, with one representative from each of the following areas:

- Performing Arts
- Design
- Education
- Humanities
- Mathematics, Physics, Statistics
- Physical Sciences
- Social and Behavioral Sciences

- 3.2. Eligibility: College and department/academic unit PTE committee members shall
 - hold an academic position with the rank of Associate/Full Professor, Associate/Full Professor of Practice, or Associate/Full Research Professor;
 - have more than a 50% appointment in the College;
 - have completed at least three years of full-time appointment with the University (NDSU Policy 352, Sec. 5.2).

Faculty in administrative positions who supervise or evaluate other faculty are not eligible to serve on PTE committees. Positions include Vice President, Vice Provost, Dean, Associate or Assistant Dean, Chair or Head, or Associate, Assistant, or Vice Chairs/Heads of an academic unit, including those who hold interim positions. Center or program directors or coordinators who do not supervise or evaluate other faculty are eligible to serve (NDSU Policy 352, Sec. 5.4).

- 3.3. Administrators who have applied for promotion may not be involved in the review and recommendation process of any candidate where there may be an actual or apparent conflict of interest (NDSU Policy 352, Sec. 5.3).
- 3.4. Candidates for promotion cannot serve during the year of their promotion decision but

will be replaced by a one-year substitute elected from the candidate's area. 3.5. Committee members select the committee chair.

4. ELECTION OF COLLEGE PTE COMMITTEE MEMBERS

- 4.1. Committee members shall be elected by tenure-line faculty, professors of practice, and research professors of any rank who have more than a 50% appointment in the College.
- 4.2. New members shall be nominated and elected in spring for service beginning in fall.
- 4.3. Voting for time-sensitive replacements can occur as needed.
- 4.4. Members serve three-year terms and must be off the committee for at least one academic year before reelection.
- 4.5. Terms are staggered, such that those of approximately one-third of the committee members expire annually.

5. VOTING AND VOTING RIGHTS OF PTE COMMITTEE MEMBERS (NDSU Policy 352, Sec. 5) 5.1.

Only tenured members of the College PTE Committee have full voting rights, unless they are recused (see Sec. 6 of this policy for procedure on recusals).

5.2. Professors of practice or research professors who serve on PTE committees have voting rights on applications for promotion of professors of practice or research professors, respectively (NDSU Policy 352, Sec. 5.2).

5.3. A simple majority vote (majority of votes cast, excluding abstentions) of the entire College PTE committee shall be sufficient to carry any motion or decision. 5.4. A committee member who has voted on the promotion/tenure of a candidate in the department PTE committee shall be recused from the vote by the College committee (NDSU Policy 352, Sec. 5.5). In such a case, the committee member may not deliberate with the College committee on the candidate's portfolio.

6. CONFLICTS OF INTEREST AND RECUSALS

- 6.1. For definitions and examples of conflicts of interest, see NDSU Policy 352, Sec. 5.6. 6.2. Conflicts of interest must be identified and resolved as soon as they are recognized, but no later than the start of the committee's review of a candidate's portfolio. Conflicts of interest may be identified by the candidate or anyone participating in the PTE review process for that candidate. Any individuals evaluating that candidate may voluntarily recuse themselves from the PTE process or be recused (NDSU Policy 352, Sec. 5.6). 6.3. A candidate requesting the recusal of a committee member must submit a written request to the Dean, who will inform the PTE committee chair. The committee chair will ask (in writing) the committee member in question to voluntarily recuse themselves. If the member in question does not consent, the candidate may follow NDSU Policy 352, Sec. 5.6.

7. EXTERNAL REVIEWS

- 7.1. The College delegates to departments/academic units the decision whether to request external letters of review to include in the candidate's portfolio.
- 7.2. If the department/academic unit requires external letters of review, the College PTE

committee must consider those as part of their review process.

7.3. Selection of external reviewers: A candidate may provide input concerning selection of reviewers if allowed by the department/academic unit (NDSU Policy 352, Sec. 5.3).

8. CRITERIA AND EVIDENCE FOR REVIEWS

8.1. The College of Arts and Sciences upholds the Land Grant mission of teaching, creative activity/research/scholarship, and service, and affirms that these activities are complementary. The College recognizes that not all faculty will be equally accomplished in all these activities, and that different departments/academic units will not necessarily accord each activity equal weight. However, all faculty are expected to demonstrate accomplishment in teaching, creative activity/research/scholarship, service, and administration (if relevant) consistent with their position descriptions if they are to be awarded tenure and promoted.

8.2. Teaching, Advising, and Curriculum Development

8.2.1. Faculty must show a record of effective teaching, advising, mentoring, and curriculum development consistent with their position descriptions.

8.2.2. Consistent with NDSU Policy 332 Assessment of Teaching and NDSU Policy 352, Sec. 2.2.1, a candidate demonstrates quality of teaching (encompassing both instruction and advising) by providing evidence from multiple sources, such as:

- the receipt of awards or special recognition including certification or licensing for teaching;
- student and peer evaluation of course materials, expertise, and ability to communicate knowledge (note that student ratings of instruction, by themselves, are insufficient evidence of teaching effectiveness);
- peer evaluation of an individual's contribution to the improvement of instructional programs through the development and/or implementation of new courses, curricula or innovative teaching methods;
- the dissemination of best practices in teaching;
- evaluation by advisees of the quality of graduate and undergraduate advising.

8.3. Creative Activity/Research/Scholarship

8.3.1. Faculty must show a record of regular and sustained creative activity, research, and/or scholarship consistent with their position descriptions. Specific definitions of creative activity, research, and/or scholarship, and any funding expectations, are consistent with individual departments/academic units and position descriptions.

8.3.2. Consistent with NDSU Policy 352, Sec. 2.2.2, a candidate demonstrates quality of research by providing evidence from multiple sources, such as:

- dissemination of scholarly or professional papers, and publication of books, book chapters or articles;
- juried or invited presentations, exhibitions, installations, competition proposals, performances or productions in the theater, music, or

- visual arts, design, architecture, and landscape architecture;
- the development and public release of new products or varieties, research techniques, copyrights, and patents or other intellectual property;
- peer evaluation of research by colleagues from an individual's discipline or area of expertise;
- the receipt of awards or special recognition for research;
- the receipt of grants or other competitive awards;
- documented evidence of community-engaged scholarship, collaboration, or multi-disciplinary work, and demonstrated beneficial impact on the
- department/academic unit, university, local community, and discipline. 8.4. Service

8.4.1. Faculty must show a record of active service to their department/academic unit, the College, and the University consistent with their position descriptions. Faculty must also demonstrate active service to the profession and/or to the public consistent with their position descriptions.

8.4.2. Consistent with NDSU Policy 352, Sec. 2.2.3, a candidate demonstrates quality of service by providing evidence from multiple sources, such as:

- the receipt of awards or special recognition for service;
- evaluation of an individual's service contributions by peers, administrators, and constituents;
- active participation in and leadership of societies which have as their primary objective the furtherance of scholarly or professional interests or
- achievements;
- active participation and leadership in University governance and programs at the department/academic unit, College, University and system levels;
- contributions to fostering a campus climate that supports and respects faculty, staff, and students who have diverse cultures, backgrounds, and points of view;
- contributions to the management or improvement of administrative procedures or programs;
- contributions to knowledge as editors of scholarly publications, or service on editorial boards, juries, or panels;
- contributions to the operation of public or private organizations, boards, and agencies;
- contributions to public engagement and community work;
- contributions to NDSU's Land Grant mission.

8.5. Administration

8.5.1. Faculty in administrative positions will be evaluated consistent with their position descriptions and department/academic unit policies or bylaws.

8.5.2. Consistent with NDSU Policy 327, Sec. 4, common review criteria will be based on the administrator's job description and shall include demonstrated commitment to institutional values, including equity, diversity, respect, academic freedom, shared governance, and contributions to creating and/or maintaining an inclusive and equitable environment.

Further review criteria will vary with administrator job descriptions and may include, but are not limited to, the following:

- leadership, strategic planning, and assessment;
- effective and collaborative administration and management;
- creating and/or maintaining a culture of mentorship and support;
- external relations;
- service to the broad mission of the University.

8.5.3. A candidate will provide evidence of effective administration, using multiple sources, such as:

- a statement of context specific to the administrative position;
- internal evaluations, such as annual evaluations or comprehensive
- evaluations, consistent with NDSU Policy 327, Secs. 2 and 3;
- external evaluations;
- awards and recognitions;
- contributions to the management or improvement of administrative
- procedures or programs.

9. STANDARDS FOR ACADEMIC PROMOTION AND TENURE (if applicable) 9.1. The College of Arts and Sciences recognizes multiple pathways to promotion and the granting of tenure consistent with the candidate's position description.

9.2. Promotion to Associate Professor and Tenure

9.2.1. Standard – Teaching: Faculty must show a record of effective teaching, advising, mentoring, and curriculum development consistent with their position descriptions and individual department/academic unit policies.

9.2.2. Standard – Creative Activity/Research/Scholarship: Faculty must show a record of regular and sustained creative activity, research, and/or scholarship consistent with their position descriptions. Specific definitions of creative activity, research, and/or scholarship, and any funding expectations, are consistent with individual department/unit policies.

9.2.3. Standard – Service: Faculty must show a record of active service to their department/academic unit, the College, and the University consistent with their position descriptions. Faculty must also demonstrate active service to the profession and/or to the public consistent with their position descriptions.

9.3. Promotion to Professor

9.3.1. For promotion from Associate Professor to Professor, the same areas of

teaching, research, service, and administration (if relevant) form the basis of the criteria. Professors should excel, and demonstrate effective leadership, in areas consistent with their job description, as defined by individual departments/units.

9.3.2. Application for promotion to Professor is encouraged after the completion of five years of service in rank as Associate Professor, although promotion during a candidate's fourth year in rank will be considered in exceptionally strong cases.

9.3.3. Candidates for promotion to the rank of Professor may choose to be evaluated by the criteria in effect at the time of the previous promotion if the application is made within eight years of the previous promotion. Thereafter, candidates shall be evaluated by the criteria in effect at the time of application. Candidates applying for promotion to the rank of Professor more than eight years after the previous promotion may choose to be evaluated based on work completed in the eight years immediately prior to applying rather than on their entire post-promotion record (NDSU Policy 352, Sec. 3.3).

10. PERIODIC REVIEW

10.1. The College follows NDSU Policy 352, Sec. 4 regarding annual, third-year pre tenure, and post-tenure reviews. Departments/academic units shall conduct these reviews, consistent with their criteria and procedures.

10.2. The College requires all faculty in tenure-line positions to undergo a formal review during the spring semester of the third year of their probationary appointments. The purpose of the review is to familiarize faculty members with the process of tenure review and to allow the College PTE committee to provide constructive feedback to probationary faculty members and their departments/academic units regarding progress toward tenure.

10.3. Candidates undergoing third-year review should submit a portfolio according to the current *NDSU Guidelines for Promotion and Tenure* to their department/academic unit Chair/Head and their department PTE committee (if applicable) for review.

10.4. Department feedback must be sent to candidates by February 14 to allow two weeks for candidate response.

10.5. Letters from the department/academic unit Chair/Head and PTE committee, the candidate's portfolio, and, if relevant, the candidate's response should be forwarded to the Dean's Office by the department/unit Chair/Head by March 1. It is the candidate's responsibility to add the copies of these documents to the portfolio.

10.6. In the case of a supportive review by the department/unit Chair/Head and/or the department/unit PTE committee, the College PTE committee will only check if the unit's third year evaluation is conducted in compliance with the department/unit relevant policy. If so, the College Committee will ratify the department/unit decision. However, in case of any discrepancy between the reviews at the department/unit level, the College Committee will request further information before making the final decision to

ratify. If necessary, in cases with discrepancies in otherwise supportive reviews, the College Committee may conduct an independent review. In the case of a negative review by the department/unit Chair/Head or PTE committee, the College PTE committee will prepare an independent written evaluation and recommendation regarding progress toward tenure to be presented to the probationary faculty member and the Chair/Head of the department/unit by April 15. The CAS PTE Committee will conduct this review based on the candidate's department/unit PTE policy. If necessary, the Committee may interview the candidate, department/unit Chair/Head, and the Chair of the department/unit PTE Committee. This third-year pre-tenure review report will be included with the candidate's promotion and tenure portfolio. Although the report is intended to be advisory in nature, it serves as an important evaluation of the candidate's progress and is used as a baseline assessment during subsequent reviews of a candidate's continuing progress. A copy of the College PTE Committee report shall be sent to the College Dean, department/unit Chair/Head, the Chair of the department/unit PTE Committee, and the candidate by April 15. The College Dean shall forward the complete portfolio, including the recommendations of the College PTE Committee, to the office of the Provost no later than May 1.

- 10.7. Consistent with NDSU Policy 352, Sec. 4, periodic reviews shall result in a written report to the faculty member being reviewed. The report shall state expectations and goals for the coming review period. For probationary faculty, the report shall include an assessment of the faculty member's progress toward promotion and tenure and recommendations for improvement. Should the periodic reviews indicate that a probationary faculty member is not making satisfactory progress toward tenure, the report may include a recommendation for nonrenewal. For associate professors, the report must include specific recommendations to strengthen the case for promotion. Annual reviews of professors must recognize and reinforce areas of strength, as well as discuss areas of weakness and recommend improvements. Should the annual reviews indicate that performance of a faculty member is unsatisfactory under the standards for post-tenure review, the report shall include a recommendation for appropriate remedial action (NDSU Policy 352, Sec. 4.7).

11. INCLUSION OF MATERIALS IN PROMOTION AND TENURE PORTFOLIOS

- 11.1. The format prescribed by the University, outlined in the current *NDSU Guidelines for Promotion and Tenure*, serves as the official guideline to prepare the application for promotion/tenure. This standard format is intended to expedite the review process. Some categories within the format may not be applicable to all portfolios, and blanks are not necessarily considered deficiencies. When entries could justifiably be listed in any of several categories, candidates should exercise judgment but record the accomplishment only once.
- 11.2. Copies of all annual evaluations for the review period shall be included in the candidate's portfolio. Candidates for promotion to the rank of Professor should provide

job descriptions and annual reviews, and list teaching and service activities, only since their last promotion at NDSU, or since hire for those who have not gone through the promotion process. The candidate shall ensure that the dossier is complete, current, accurate, and ready for review.

11.3. Candidates are entrusted to prepare accurate and concise representations and/or summaries of activities and must have available, if requested, a copy, or parts thereof, of supplemental materials that illustrate the candidate's achievements in teaching, research, and service referred to in the portfolio.

11.4. Additions to the portfolio subsequent to November 1 will be written and be limited to: (a) the reports of the College PTE committee and of the Dean; (b) materials requested by the College PTE committee or by the Dean (Note: Items in (b) will be reciprocally shared so the College PTE committee and Dean review identical portfolios); and (c) any responses by the candidate to the report(s) of the College PTE committee and/or of the Dean. When any written materials are added to the candidate's portfolio, copies must be sent to the candidate for review. All additions must be signed and dated by the candidate.

12. PROCEDURES FOR ACADEMIC PROMOTION AND TENURE

12.1. The candidate shall submit their application for promotion and/or tenure and the portfolio to the department/academic unit Chair/Head for review at the departmental level according to the deadline and procedures developed by the department/unit.

12.2. By September 15, the department/academic unit Chair/Head shall submit a letter of intent to the College PTE committee chair, informing the College committee of the candidate's name and requested action, and listing the composition of the department/unit committee designated to evaluate the candidate's qualifications for promotion. In case no evaluation committee is identified, the College committee, in consultation with the candidate, the Chair/Head, and the College Dean shall name such a committee. Should fewer than three qualified faculty members be available from the department/unit, the College PTE committee, in consultation with the qualified faculty, the candidate, the Chair/Head, and the Dean shall name additional qualified faculty.

12.3. Department/academic unit chairs/heads and PTE committees (if applicable) will perform separate evaluations and formulate separate written recommendations. This separation does not preclude logistical coordination between chairs/heads and PTE committees.

12.4. After November 1, any addition of materials to the portfolio is limited by NDSU Policy 352, Sec. 6.

12.5. Upon receipt of the complete application and portfolio, the College PTE committee will independently review, evaluate, and vote on the candidate's application for promotion and/or tenure. The College committee will prepare a written evaluation of the application, including their vote tally, recommendations, and an explanation of their basis, which will be placed in the candidate's application for subsequent submission to the Provost. A copy of the College PTE committee's report shall be sent to the College Dean, the department/academic unit Chair/Head, the department/unit

PTE committee chair, and the candidate.

- 12.6. Independent of and concurrent with the College PTE committee's review, the College Dean shall review the application and prepare a separate written evaluation, including recommendations and an explanation of their basis, which will be placed in the candidate's application for subsequent submission to the Provost. A copy of the Dean's report shall be sent to the College PTE committee, the department/academic unit Chair/Head, the department/unit PTE committee chair, and the candidate. The Dean shall forward the complete application, including the recommendations of the College PTE committee and the Dean, to the Provost no later than January 1.

13. SPECIAL PROCEDURES

- 13.1. The College follows NDSU Policy 352, Sec. 3.5 regarding faculty hired with and without previous relevant experience and procedures for early promotion. 13.2. For a faculty member without previous academic-relevant experience, eligibility for tenure requires a probationary period of six years. Evaluations for promotion to Associate Professor and granting of tenure will ordinarily be conducted concurrently. However, exceptional academic accomplishments may warrant early promotion prior to the completion of the six years of the probationary period. Petitions for early promotion shall be initiated by department/academic unit chairs/heads, and not by faculty members themselves (NDSU Policy 352, Sec. 3.5).
- 13.3. The College follows NDSU Policy 352, Sec. 3.6 regarding extensions to the probationary period.
- 13.4. The College follows SBHE Policies 605.3, 605.4, and 605.5 and NDSU Policy 352, Sec. 6 regarding pre-sixth-year nonrenewal.

14. PROCEDURES FOR REVISING THIS POLICY

- 14.1. Revisions to this policy shall be proposed by the College PTE committee, in consultation with the College Dean, and approved by a simple majority vote (majority of votes cast, excluding abstentions) of tenure-line faculty, professors of practice, and research professors of any rank who have more than a 50% appointment in the College.

B. Sick Leave, Family Leave, and Modified Duties

Sick Leave, Family Leave, and Modified Duties

NDSU's College of Arts and Sciences (CAS) regards health and family care concerns of college faculty as legitimate and important and recognizes that supporting employees as they balance career, personal health, childbirth, and family life ultimately benefits the university. This CAS policy provides guidelines to help faculty and chairs/heads navigate the processes and options available to them during periods of exceptional circumstances in

their personal lives. One goal of these guidelines is to make it more feasible for employees to remain in active employment at NDSU during periods of exceptional circumstances in their personal lives.

Please note, these guidelines do not address accommodations on the basis of disability or leave without pay. Faculty members seeking reasonable accommodations on the basis of disability should consult [NDSU Policy 168](#). Faculty members seeking unpaid Family Medical Leave (FMLA) should consult [NDSU Policy 135](#). Faculty members seeking other leave without pay should consult [NDSU Policy 149](#).

Guidelines for requests

1. Department chairs and heads should direct faculty to this policy and NDSU Policy 320 so that faculty can become aware of their rights and responsibilities in relation to Sick Leave, Family Leave and Modified Duties. Chairs and heads should be a faculty member's initial resource when exceptional circumstances in faculty members' personal lives arise.
2. Faculty will work with their department chair/head to develop a written plan for modified duties, goals, and duration, coordinating with the Office of Human Resources, the Office of the Provost, and the Office of the Dean. Please refer to Policy 320.6.3 for more guidance.
3. Department heads/chairs and/or the requesting faculty member should request anonymized relevant examples of modified duty agreements from the Vice Provost of Faculty Affairs office.
4. For tenure-track faculty, department chairs and deans are guided to accommodate requests for modified duties for up to the time allowance provided by the relevant section of Policy 320. If this period ends during a semester, the temporary reassignment of alternative duties may be further extended to the end of the academic semester in progress.
5. Modified duties should be designed to make it more feasible for the employee to remain on active full employment at the university following the extended period, and any reduction in teaching is not to be made up at a later date. However, if modified duties alter the allocation of responsibilities for one or more semesters, the faculty member's workload agreement and job description shall be reviewed and updated to reflect the modified weight, in alignment with [NDSU Policy 350.1.5](#) and [SBHE Policy 605.1.5.a.ii](#).
6. For faculty and academic professionals on probationary appointments, the use of modified duties in accordance with these guidelines shall be considered good cause for extending the probationary period (see [NDSU Policy 352.3.6](#) Extensions to Probationary Period).

7. Use of such modified duties shall not adversely affect the employee's standing or consideration for future salary adjustments in any manner. Faculty members who use the modification of duties and goals must still submit an annual report, including a description of the modifications, when it is due in their department. (see Policy 320.6.4)
8. In circumstances in which leave or modified duties would apply, if both spouses or partners are employed by NDSU and have positions within the college, both partners may be allowed to take advantage of these guidelines. Faculty in these situations should work with their heads/chair to determine how to best apply these guidelines.
9. Chairs and heads should work with the Dean's office to devise a funding plan for supporting departments who need to hire temporary academic support to cover the loss of the faculty member assigned modified duties.

[NDSU Policy 320](#) offers some guidance for faculty members' rights and responsibilities during periods of illness, childbearing, or other exceptional circumstances. College members can find the policy broken down below.

1. Sick Leave (NDSU Policy 320.4)

Per Policy 320.4, the understanding is that faculty have the opportunity to reschedule their commitments or make appropriate voluntary arrangements with their colleagues during times when sickness makes it impossible or unwise for them to meet their professional obligations.

- This does not guarantee any certain amount of paid sick leave hours or days to faculty members whose regular term of appointment is less than 12 months, but the flexibility it provides seems to meet the needs of most faculty members.
- Where extended illness or short-term disability prevents a faculty member from working, however, the amount of such informal sick leave shall be limited to a maximum of two weeks for each year of academic service to NDSU, unless an exception is approved by the Provost.
- Eligible faculty members may apply for the University's [TIAA-CREF disability insurance](#), which provides salary benefits after six months of disability.
- See the Modified Duties section, described below, for possible adjustments to duties if a health condition does not necessitate a reduction in workload.

2. Childbearing Leave (NDSU Policy 320.5)

Per section 5 of NDSU Policy 320 regarding Childbearing Leave:

Academic appointees (tenured and tenure-track faculty, professors of practice, and senior lecturers) who give birth are eligible for childbearing leave during the period of medical disability.

- This is a temporary leave from all duties without reduction in pay during the time the faculty member is temporarily disabled because of pregnancy and childbirth.
- Childbearing leave begins on the actual delivery date and ends six weeks after (including university breaks), although individual circumstances may require extending this period. Any extension beyond six weeks (before and after delivery) shall require medical certification from the attending physician or midwife and is approved by the Provost. Unpaid leave that extends beyond the period of medical disability is available through FMLA.
- Eligibility for childbearing leave begins upon hire. In addition to childbearing leave, academic appointees who give birth are automatically granted modified duties, as described below.
- Tenure-track faculty who become parents should refer to Section 3.6.1 of Policy 352 (Promotion, Tenure, and Evaluation) for policies on extending the probationary period for childbirth or adoption.

3. Modified Duties (Policy 320.6)

Eligibility. Per Policy 320.6.1, an academic appointee (as defined by Policy 350.1) is eligible to request modifications to their duties and goals, without reduction of salary, when they experience periods of exceptional circumstances in their personal lives. Exceptional circumstances, per Policy 320.6.1, include:

- Becoming a parent or legal guardian of a child (as defined by the Family Medical Leave Act (FMLA));
- Having a health condition that makes them unable to perform their regular duties but does not necessitate a reduction in workload;
- Having to provide temporary care for a child, spouse/partner or parent who has a serious health condition (as defined by FMLA);
- Experiencing exceptional circumstances in their personal lives, including, but not limited to, a death in the immediate family (spouse/partner or child) or divorce.
- Additional modifications for longer-term conditions may be made in accordance with the Americans with Disabilities Act and NDSU Policy 100.1.

What are modified duties? Modified duties, per Policy 320.6.2, means a change to duties and goals without reduction of salary for a limited period of time to provide sufficient flexibility for faculty to respond to personal or family circumstances. A person taking “modified duties” will still be at a 100% workload and 100% salary; however the nature of the responsibilities for this time period will be adjusted.

- Modified duties will include a revision of workload for up to the equivalent of a regular semester.
- Revisions might include, for example, release from or alteration of teaching duties, committee assignments, clinical field placement or clinical practice, advising, extension services, or research duties).
- Modified duties following the addition of a child to the family should include release from onsite duties for the primary caregiver.
- Modified duties must conclude within 12 months of the life event.

Process for requesting modified duties, per Policy 320.6.3:

- Modified duties, goals, and duration will be negotiated by the individual requesting modified duties with the department chair/head and approved by the dean.
- Agreements and modifications must be provided in writing.
- If agreement cannot be reached between the faculty member, the department chair/head, and the dean, the negotiation will advance to the Provost. All modified duties agreements must be forwarded by the dean of the faculty member’s college to the Vice Provost for Faculty Affairs; that office shall make anonymized relevant examples available to faculty members upon request.

Performance evaluation, per Policy 320.6.4:

- Faculty members who use the modification of duties and goals must still submit an annual report when it is due in their department. The time period in which duties were modified, as well as the specific modifications in place, must be included in the annual report. The report must also include the agreed upon goals and a statement about how those goals were accomplished but must not disclose confidential medical information.
- Those reviewing and evaluating the document should take this into account and adjust expectations accordingly.
- Acceptance of modified duties does not change the candidate’s responsibility for meeting the department’s PTE standards by the end of the probationary period, whether that period has been extended or not. A period of modified duties is not a necessary condition for an extension of

the tenure probationary period. A period of modified duties also does not require that the individual extend the tenure probationary period.

C. Evaluation of Academic Administrators

CAS Evaluation of Academic Administrators

The College of Arts and Sciences will adhere to [NDSU Policy 327](#) when conducting comprehensive reviews of unit Heads and Chairs, hereby referred to as administrators.

The Dean or designee will notify the administrator of the pending comprehensive review which will begin at the start of the spring semester and conclude prior to finals week. During the year of review, the comprehensive review will serve as the annual review.

The Dean or designee will appoint a committee to conduct the review and will provide facilitation and assistance to the review committee throughout the process. Committee makeup will be representative of the stakeholder groups that interact with the administrator. The committee will be chaired by a neutral CAS Head/Chair outside of the unit. The Dean or designee will present the committee with its charge.

The committee will review the following materials:

- Position description
- Annual evaluations since last comprehensive review *or* a statement of context that aligns with the administrator's position description.

Administrators under review may choose to submit annual reviews as well as a statement of context.

The review committee will gather key findings through a comprehensive input process. The committee is expected to solicit input from a range of stakeholders that interact directly with the administrator under review, including peers, direct reports, external sources, and other groups that can validly evaluate attainment of administrative goals. Input is not to be solicited from undergraduate or graduate students.

The committee is expected to collect input through (1) a survey to stakeholders and (2) an interview with the administrator under review. Committees must use the standardized College of Arts & Sciences survey and interview questions to provide an equitable baseline for administrators under review. The committee is encouraged to add questions specific to the administrator's job description.

Review of an academic administrator is a confidential process, and the committee is expected to maintain confidentiality in all aspects of its work.

The committee will prepare a report on the performance of the academic administrator based on the information gathered during the process. The report will be provided to the Dean by the Chair of the review committee. The Dean will complete a final report and communicate the results to the administrator orally and in writing and provide any follow-up guidance for continual improvement.

D. Graduate Tuition Waiver Policy

Graduate Tuition Waiver Policy

1. The ND in-state tuition rate (called GA Tuition Rate) will be charged to all students hired as a Graduate Assistant (GA) working 10 hours or more per week or 160 hours per semester regardless of any waiver.
2. All Graduate Tuition Waivers cover only the GA Tuition Rate amount and do not include any differential tuition or mandatory student fees.
3. Eligibility for Graduate Tuition Waivers
 - a. Graduate students employed by the College as a GA for at least 11 hours and up to 20 hours per week are eligible for receive a 100% waiver of the GA Tuition Rate.
 - b. Graduate students employed by the College as a GA for 10 hours per week are eligible for receive a 50% waiver of base tuition.
 - c. Students not employed as a GA or employed as a GA for less than 10 hours per week are not eligible for a tuition waiver.
 - d. Students in tuition sponsorship or fellowship agreements with external organizations (excluding military) are not eligible for a Graduate Assistant tuition waiver. The GA Tuition Rate will not be utilized. This includes international students whose tuition is paid by their home country.
 - e. Students on Academic Probation are not eligible for a tuition waiver.
4. Enrollment Requirements for GA Students Receiving Graduate Tuition Waivers
 - a. Students hired as a GA and receiving a tuition waiver in a Fall or Spring semester must be enrolled for a minimum of 6 credits per semester.
 - b. Summer term waivers will be made available to students hired as a GA either in the Spring preceding the summer semester, the fall following it, or enrolled during summer term(s).
 - c. Students hired as a GA and receiving a tuition waiver in a summer semester must be enrolled for at least 2 credits per semester. Eligibility requirements for work hours still apply during the summer semester.
5. Limits on the Number of Credit Hours for Which Tuition will be Waived
 - a. Students completing a master's degree can have a maximum of 33 credits for which tuition is waived. This includes all credits whether considered part of the master's degree or not.
 - b. Students completing a Doctoral Degree can have a maximum of 63 credits

of tuition waived if accepted into the Doctoral program after having completed a master's degree or 93 credits of tuition waived if accepted into the Doctoral program after having completed only a bachelor's degree. This includes all credits whether considered part of the Doctoral Degree or not.

- c. Using the guidelines above, graduate programs should have a clearly defined timeline to degree completion published, based on its discipline's best practices for graduate education. Graduate program policy should incorporate conditions under which the credit limits of the degree completion can be extended.
 - d. Extensions must be approved by the Department Graduate Program Director or Department/School/Division Chair/Head/Director and the Dean of the College.
6. Expectation to Include Tuition Waivers in Grant Proposals
- a. It is the expectation that grant proposals which request funds for GAs will also request funds for the tuition waiver associated with the GAs.
 - i. However, including graduate tuition should not reduce the competitiveness of the proposal. In other words, use good judgement and common sense when and where to include graduate tuition.
 - ii. If the funding agency or RFP does not allow funding of tuition, grant proposals can exclude tuition waivers for GAs.
 - iii. If the funding agency or RFP requires matching funds, the College can fund the tuition waiver to be applied to the required matching funds. In these cases, approval should be requested from the Dean's office prior to submission of the proposal.
 - b. If the grant proposal is submitted through an affiliated institute, the institute receives the indirect funds, and approval is not routed through the Dean's office, the above expectations still apply with consideration given for the interaction of multiple funding sources, institute operations, funding limitations, and matching requirements.
7. Tuition waivers for graduate service assistantships provided by units that are not within the College of Arts & Sciences will still be supported by the College in general.
8. These best practices will be reviewed in spring 2025 by a task force of faculty and business manager(s) appointed by the Dean.

Graduate Students should submit the [CAS Graduate Tuition Waiver Request Form](#) to request a tuition waiver extension.

E. Promotion to Senior Lecturer

CAS Promotion to Senior Lecturer

Preamble:

- Not every unit in the College has lecturers.
- Some units having lecturers do not have a well-defined job description of (senior) lecturers.
- Some College units with lecturers do not have a set policy on hiring, terminating, and evaluating (senior) lecturers.
- Expectations from (senior) lecturers change from one unit to another within the College.
- Nowhere in NDSU policies (NDSU Policy 350.1 and Policy 101.1) is there any mention of promotion of lecturers, nor any information on their performance evaluation.

A college policy that provides guidelines for units with lecturers to develop their own policy on appointment of lecturers to senior lecturer is timely. The policy below is drafted with this sentiment in mind. The policy assumes that the units having (senior) lecturers have or develop a well-defined policy on hiring, termination, and evaluation of (senior) lecturers with appropriate job description.

Suggested Guidelines for Appointment of Lecturers to Senior Lecturer

I. INTRODUCTION

1. This document describes the guidelines and procedures for appointment of lecturers to senior lecturer position for the units within the College of Arts & Sciences with lecturers.
2. Lecturers in the Department of [*department name*] are not eligible for tenure, but they are eligible for appointment to senior lecturer position.
3. Appointment to senior lecturer is not an automatic process.
4. Appointment to senior lecturer position reflects the quality of lecturer's work and contributions, consistent with her/his/their position description, to the unit's activities.
5. By the nature of appointment to a higher level, senior lecturers are expected to assume greater responsibilities commensurable with their duties within the unit.
6. Departments are expected to develop separate and well-defined position descriptions for lecturers and senior lecturers.

II. CRITERIA

The criteria for appointment to senior lecturer are as follows:

1. At least [*number determined by department*] years of service as a lecturer in the Department.

2. Distinguished teaching performance reflected in high quality, creativity, demonstrated mastery of a range of materials in classes taught, and skilled use of contemporary pedagogical techniques and methods.
3. Commitment to professional development reflected in scholarly and creative activities in teaching methods and content development.

III. PROCEDURE

The procedure for the process of appointment (nomination, submission time and content of application material, evaluation of application material, and the final decision) is determined by each department/unit. As a guideline this process may follow the steps below:

1. Nomination
2. Application material (content, timeline TBD)
3. Evaluation by the unit (e.g., the Chair, a committee)
4. Final decision (e.g., the Chair, department vote)
5. If the Dean of the college agrees that the nominee is qualified for appointment to the position of senior lecturer, they forward the portfolio and the recommendation to the Provost's Office.
6. The Provost makes the final decision to grant or deny appointment to the status of senior lecturer.
7. If an appointment is denied, the candidate may reapply; their job status is not jeopardized by a denied promotion.

IV. College Calendar

Deadline	Responsible Party	Task
August	Dean's Office	Annual College Picnic
August	Associate Dean	New Faculty Welcome
September	Chairs/Heads	Send list of PTE candidate(s) and Departmental PTE Committee Chair(s) to the Dean's Office
September	Dean's Office	CAS Board of Advisors Social & Fall Meeting
September	Dean's Office	CAS Honor's Day
October	Dean	Fall College Meeting
October 10	Chairs/Heads, Committee Chair	Department Chair and Departmental PTE Committee written recommendations are made and candidate is informed in writing.
October 24	Associate Dean & Assistant to the Dean	Department Chair, Departmental PTE Committee Chair, and Candidate (if applicable) PTE letters are sent to the Dean's Office. The Dean's Office makes letters available for the CAS PTE Committee.
December 12	Dean	Dean's PTE recommendations are made, and candidates are informed in writing.
December 12	CAS PTE Committee	CAS PTE Committee's recommendations are made, and candidates are informed in wiring.
December 26	Associate Dean & Assistant to the Dean	Dean and College PTE Committee written recommendations, and candidate responses (if applicable) are added to portfolios and sent to the Office of the Provost).
1 st Tuesday in February	Chairs/Heads	3 rd Year Review due to the Dean's Office
February	Dean's Office	Annual Winter Social
February	Associate Dean	Call for College Award nominations distributed across college.
Tuesday prior to Spring Break	Chairs/Heads	Annual Reviews due to the Dean's Office
March	Chairs/Heads	Request permission to re-appoint lecturers beyond 6 years.
March	Dean & Associate Dean	Spring College Meeting / Meet Your Committee Nominees
April	Chairs/Heads	Faculty Annual Reviews & Position Descriptions due to Dean's Office
May	Dean's Office	College Retirement Reception
May	Associate Dean	College Awards Celebration

College committees meet according to the members' schedules.

V. Procedures for Amending CAS Handbook

Proposed changes should be submitted to the Policy & Procedure Committee for distribution to the appropriate college committee by four weeks prior to the final college meeting of the academic year. Updates will be sent to faculty for feedback and a vote prior to the end of the academic year.