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College of Arts and Sciences

Administrative Structure and Policies

This document describes the College's administrative structure and policies. The college faculty may recommend alterations to its administrative structure by vote of a majority of faculty members eligible to vote at Faculty Meeting. Major changes require approval by the Provost and the President. All votes described below are by the college's full-time faculty.

Updated versions of the CAS Faculty Governance and Policies and the CAS Administrative Structure and Policies documents will be distributed annually and maintained online, accessible to all members of the College of Arts and Sciences.

I. The Structure of the College

The College of Arts and Sciences consists of 3 schools and a graduate program that awards M.F.A. degrees in creative writing. A Director who holds the title of Associate Dean and who reports to the Dean oversees each school. Throughout this document, Director refers to a Director of an Arts and Sciences school, and school refers to an Arts and Sciences school, unless specified otherwise.

A. The School of Arts and Humanities

The School of Arts and Humanities includes the following departments:

1. Art
2. English
3. Media Arts
4. Music
5. Philosophy
6. Theatre and Dance
7. World Languages and Literatures

B. The School of Natural Sciences

The School of Natural Sciences includes the following departments:

1. Biology
2. Chemistry
3. Environmental Studies
4. Exercise Science
5. Mathematics and Computer Science
6. Physics

C. The School of Social Sciences

The School of Social Sciences includes the following departments:

1. Economics

2. History
3. Politics and Government
4. Psychology
5. Sociology and Anthropology
6. Social Work (undergraduate) and Public Health
7. Criminal Justice, Law and Society
8. Master of Social Work

II. Administrative positions within CAS

A. Dean

The Dean oversees the operation of the College, holds a tenured faculty position, at the rank of professor, and reports to the Provost.

1. Responsibilities:

Specific responsibilities of the Dean include, but are not limited to:

- a. Vision and strategic planning.
- b. Overall college administration and coordination among the schools.
- c. M.F.A. program oversight.
- d. Arts and Sciences budget and allocation of funds to the schools, ensuring distribution based on needs.
- e. Approving new faculty and staff positions.
- f. Approving tenure-track and extended-term-track hires and their salaries; normally, the Dean, in consultation with the Director, negotiates the contract provisions with the person hired.
- g. Service, ex officio, on the Personnel Committee.
- h. Liaison and college advocate with administration and other colleges.
- i. Fundraising.
- j. Admissions planning, recruitment, retention.
- k. Major capital expenses/building planning.
- l. Developing new programs.

2. Direct Reports:

Direct reports of the Dean include, but are not limited to:

- a. Associate Dean for Student Academic Affairs and Dean's Office staff
- b. School Directors
- c. MFA Director
- d. Assistant/Associate Deans.

B. Directors of Schools

Each school is led by a Director who holds an administrative position with the title of Associate Dean and faculty rank. Directors report to and serve at the pleasure of the Dean.

1. Appointments. When possible, the Dean hires well-qualified internal candidates for Director positions. Close attention is paid to developing leadership experience within the College, both at the department chair and assistant dean level. When there are no

well-qualified internal candidates, or when circumstances point to the need to bring in a Director with special expertise or experience, the Dean, after consulting with the school's department chairs, may decide to conduct a national search. Pacific faculty members may choose to be candidates in a national search.

a. Hiring Process, Internal Search.

- i. Normally, the Director is chosen from among the tenured professors of the school. With consent from a majority of the school's full-time faculty, other tenured professors of the College may be considered for the position.
- ii. Faculty members may apply for open Director positions. Before hiring any candidate, the Dean polls the school's faculty and hires only those who have the approval of a majority of the school's full-time faculty.

b. Hiring Process, National Search.

- i. The search committee is broad-based, constituted by the Dean, and consists of one member of each department within the school, chosen by the department; one faculty member from each of the other Arts and Sciences schools, chosen by the Steering Committee; a faculty member from another college; a staff member from the school; and an administrator from another area of the University. Normally, a Director of one of the other Arts and Sciences schools chairs the search. Deliberations remain confidential within the committee.
- ii. Candidates are thoroughly vetted within the school, and faculty members from other schools within the College are invited to candidate talks and other public forums.
- iii. External candidates generally are hired as tenured members of the faculty but not in specific departments. They must be vetted by the Arts and Sciences Personnel Committee, working closely with the appropriate departments. The committee conducts tenure evaluations before voting to award tenure. Internal hires must be tenured professors.
- iv. The Dean meets with each interviewed candidate and receives the recommendation from the search committee, along with a description of the strengths and weaknesses of each candidate. The search committee forwards names of all candidates acceptable to the committee and may advocate for certain candidates. The Dean may offer the position only to candidates recommended by the search committee. If the Dean finds the candidates unacceptable, then the search generally is redone. An interim Director, normally a faculty member in the school, may be named in anticipation of a future search.

2. Terms

- a. Directors are reviewed by the Dean each spring; the faculty and staff of the school provide the primary input into the review. Because department chairs work most closely with the Director, their input is considered separately.
- b. At any time during a Director's term, the Dean may decide to end that term and to ask the school to find a new Director. In extreme circumstances, the faculty may

- issue a no confidence vote, which triggers an immediate review by the Dean.
- c. Directors normally teach one course per year. Directors may negotiate a reduction in teaching expectations with the Dean if workload so dictates.
 - d. Directors hold 10-, 11-, or 12-month contracts.
 - e. Directors may request one-semester sabbaticals on the normal faculty rotation. There must be a willing replacement who is acceptable to a majority of the school's department chairs and the Dean. Sabbatical proposals must be acceptable to the Dean and should focus on institutional priorities.
 - f. If Directors step down or their contracts are not renewed, they assume nine-month contracts on the faculty pay scale.
3. Responsibilities. Directors provide consensual leadership for the school, work closely with its faculty, and serve as the advocate for the school's curricular, scholarly, personnel, and budgetary goals and objectives. Important matters are discussed in department chair meetings and vetted with the school's faculty, as appropriate. Specific duties include the following.
- a. Faculty positions within the school
 - i. Requests for new faculty positions are made by the school's department chairs to the Director. Recommendations for new full-time faculty positions are made by the Director to the Dean. Before making a decision on adding new or reallocating positions, the Dean consults with the Dean's Council to ensure that needs across the College are addressed.
 - ii. Full-time faculty hiring for tenure-track or extended-term-track positions
 - The Director negotiates the salary available for each full-time position with the Dean and the Provost.
 - The Director serves ex-officio, non-voting, on each tenure-track or extended-term-track search committee. After consulting with the department, the Director recommends to the Steering Committee the membership and chair of a search committee, which normally includes at least the Department Chair, at least one other department member, a faculty member from outside the department but inside the school, a faculty member from outside the school, and two students, preferably upper-division majors in the subject to be taught. The committee includes from 2 to 5 department members, and the Department Chair normally chairs the search. A faculty member chairs the search.
 - A search committee's recommendation is made to the Director. A Director may request that the committee reconsider its recommendation. For tenure-track and extended-term-track searches, after consultation with the Dean, the Director may ask the committee to redo the search.
 - The Director is responsible for assuring that hiring meets university guidelines.
 - The Director presents the search committee's recommendations to the

Dean for final approval, along with recommendations on contract provisions.

iii. Part-time and full-time term faculty hiring

- Schools have an established budget for part-time and full-time term positions. Directors oversee position distribution among departments and negotiate increases in this budget with the Dean.
 - Department chairs oversee staffing of these positions, in consultation with the Director.
 - Directors are responsible for assuring that hiring meets university guidelines.
- b. Faculty evaluation. Directors participate in the review of faculty members within the school and promote and support faculty development. At their discretion, or at the request of the Personnel Committee, Directors write review letters to the Personnel Committee, and they assist faculty members on improving their performance.
- c. Personnel issues. Directors mediate personnel issues within the school and refer issues to other authorities, as appropriate.
- d. Curriculum. Directors meet with departments to discuss pedagogical innovation and assessment of learning. The goal is to improve the education offered by the College.
- e. Program assessment. Directors work with departments on implementing changes identified during program assessments.
- f. Scheduling. Directors oversee final assembly of the school's schedule of courses. Directors work with the Registrar and Dean's Council on the overall college schedule.
- g. Catalog and other documents. Directors are responsible for overseeing catalog copy and other documents relating to program descriptions. Directors work with department chairs and the Registrar to assure that these documents are accurate and up-to-date.
- h. Travel and conference funds. Directors work with Dean's Office staff on allocations.
- i. Fundraising/grant writing within unit. Directors promote grant-writing within the school, participate in writing major grants, as appropriate, and help fundraise for facilities and programmatic needs.
- j. Budget within schools. Directors oversee the school's budget and work with department chairs on any changes to allocations.
- k. Supervision of school staff. Directors serve as supervisors for administrative assistants within the school. Other staff may also report directly to the Director, as appropriate.
- l. Communications

- i. Directors conduct regular meetings of department chairs within the school.
 - ii. Directors maintain regular and open communication with the faculty of the school.
 - iii. The Dean, Directors, and Associate Dean for Student Academic Affairs form the primary administrative team of the College. They maintain close relationships with the College's standing committees and with other areas of the University. They communicate regularly with the faculty and staff.
4. Additional Individual Responsibilities. In addition to general responsibilities, Directors may have specific duties. The following list of oversight responsibilities may be assigned to specific Directors, as negotiated with the Dean.
- a. Overall college schedule
 - b. College facilities
 - c. Technology within the College
 - d. Tutoring and Learning Center
 - e. Center for Gender Equity
 - f. Center for Peace and Spirituality
 - g. Center for Civic Engagement
 - h. McCall Center for Policy Innovation
 - i.. Center for Languages and International Collaboration
 - j. Study abroad and travel courses
 - k. First Year Seminar and First Year Experience
 - l. The Index
 - m. Liaison with Marketing and Communications office
 - n. Service on CAS standing committees
 - o. Liaison with Admissions
 - p. Administration of elections procedures
 - q. Maintenance of governance and administrative policy documents
 - r. Elise Elliott Fund distribution

C. Associate Dean for Student Academic Affairs

The Associate Dean holds a staff appointment, with faculty rank, and reports to the Dean.

- 1. The position has the following oversight responsibilities, among others.
 - a. Oversees academic support systems; provides direct support to students at risk.
 - b. Monitors student academic progress; maintains academic alert system.
 - c. Assists Registrar in interpreting and enforcing academic regulations.
 - d. Ombudsperson for student-faculty relations.
 - e. Tualatin Academy
 - f. Serves on Dean's Council
 - g. Serves as liaison to
 - i. Student Life Division
 - ii. Registrar and Financial Aid offices
 - iii. Admissions
 - iv. Athletics
 - v. Academic Standards Committee
- 2. Direct reports include
 - a. Director of Academic Advising

- b. Administrative Assistants and Advising Center staff
- c. Career Development Center Director
- d. Tutoring and Learning Center Director

D. Assistant Deans

Assistant Dean positions help to develop administrative expertise within the College.

1. Terms of Office
 - a. Assistant Deans are selected by the Dean, in consultation with the Dean's Council and relevant department chairs.
 - b. FTE devoted to administration is normally 4 workload credits; any additional credit must be approved by the Director and department chair.
 - c. Length of service is negotiated with the Dean and the department chair.
2. Responsibilities generally include special projects, as negotiated with the Dean.

E. Department Chairs.

Department chairs are faculty members who hold positions with faculty governance and administrative responsibilities.

1. Terms of Office
 - a. Chairs are selected by a majority vote of department members and serve with the consent of the Director and at the pleasure of her/his colleagues.
 - b. Normal length of service is three years-and may be extended for up to three additional years.
 - c. Only in extraordinary situations may an untenured member be elected.
 - d. Serving as Department fulfills a faculty member's service obligation within the College, and the Chair typically receives no additional workload credit for faculty governance tasks. Departments with governance and administrative responsibilities in excess of 1/8 FTE receive workload credits. Such credits may vary from year to year, based on workload and available personnel.
2. Faculty Governance Responsibilities
 - a. Provide consensual leadership for the department to reach its curricular and personnel goals and objectives.
 - b. Conduct written performance reviews for department members, in conformity with university and college policy.
 - c. Represent the department in the college governance structure and act as liaison between the department and the administration.
 - d. Work with the Registrar to determine transfer credit for new, study abroad, and other students who request departmental credit for non-Pacific courses; advise the Registrar on departmental credit issues.
 - e. Work with the department to develop and support student groups connected to the department's academic mission.
 - f. Hold sufficient department meetings to carry out the department's academic mission and to maintain good communications and morale in the department.
 - g. Oversee mentoring of untenured department members.
 - h. Participate in and normally chair searches for full-time faculty members, in accordance with the procedures outlined in this document.
 - i. After receiving approval from the Director, hire part-time term faculty members and oversee their supervision.

- j. Work with the Director on personnel issues within the department.
 - k. Participate in the course proposal review process.
3. Administrative Responsibilities
- a. Work with departmental colleagues and the Director on developing class schedules.
 - b. Work with the Director on the department's budgetary and personnel needs.
 - c. Coordinate departmental support for the work of the Admissions Office.
 - d. Oversee the department's representation at Pacesetters and other events.
 - e. Oversee departmental staff, budgets, facilities, and equipment.
 - f. Oversee the department's section of the catalog.

III Academic Advising Program

A. Goals of Academic Advising Program

(Approved at A&S meeting on March 6th, 1997)

The Pacific University undergraduate advising system will ensure that:

1. Students learn how to make the most of their academic and extra-curricular opportunities while at Pacific.
2. Students will have easy access to timely and accurate information about degree requirements and all other aspects of the academic curriculum.
3. Students will develop plans for academic success, monitor their progress towards that goal, and make appropriate adjustments as needed. They will take courses in a sequence that suits their background and abilities, while at the same time following the logic of the curriculum.
4. Students will be informed in a timely fashion about potential majors and learn about the connection between the selection of a major and the range of career options open to them. As they move through the curriculum they will find opportunities on and off campus to learn more about specific careers.
5. Students will develop plans for personal development, avail themselves of the many opportunities on and off campus to achieve those goals, monitor their progress in this area over the course of their time at Pacific and make adjustment as needed.
6. Students will be informed about the full range of support services available through the university and make use of those services as needed

B. Roles and Responsibilities of Student Advisees

Each student must select an eligible advisor in his/her major when they declare. A student with a double major must have an advisor in each declared major. Advisors in the minor are highly recommended. Minor advisors are required for the CSD and GSS minors. Students are expected:

- To assume ultimate responsibility for their own academic programs
- To know and understand the academic programs and policies of Pacific University
- To make academic decisions guided by the academic policies of Pacific University
- To select advisors within their majors
- To establish regular meetings with their advisors

- To establish advising relationships with secondary advisors as needed to support special needs
- To schedule classes based on their degree needs and future plans

C. Roles and Responsibilities of Faculty Academic Advisors

- To know and understand Pacific University's academic programs and policies
- To understand the registration process, including online registration
- To meet personally with students during the advising period for pre-registration
- To be accessible to advisees by means of scheduled appointments, office hours, telephone, and email
- To disseminate timely information to advisees about academic support services available to students
- To understand the mandates of the Family Education Rights and Privacy Act of 1974 as Amended (FERPA)

D. The Advising Center

The Advising Center offers additional academic advising service for students. The Advising Center's mission is to oversee the undergraduate advising systems and offer advising support to both advisors and advisees. The Advising Center is available for all students to use and the Advising Center Director is the academic advisor for some undeclared students.

E. Who is an Academic Advisor?

Tenure-track, tenured and extended term College of Arts and Sciences faculty members who have worked at Pacific longer than one year serve as Academic Advisors. Academic Advisors go through special training on advising. The Advising Center Director serves as an Academic Advisor for some undeclared students and is available to advise any student. The Associate Dean for Student Academic Affairs, School Directors, and some extended-term faculty members also can serve as Academic Advisors in special circumstances after training.

IV. CAS Schedule and Calendar Policies

A. Credit Hour Policies

At Pacific, and confirming the United States Department of Education directive of July 1, 2011, a credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates not less than:

1. One hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one

- semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or
2. At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.

B. Online and Hybrid Course Policies

Any course substantially reducing face-to-face time should be evaluated by the Curriculum Committee to ensure that national accreditation standards are being met. (CC 12/9/2013)

C. Final Examinations

The scheduled hours for final examinations are part of the instructional hours for each course. Therefore, all regular courses (This excludes lab, activity, and one-credit performance courses.) must have a final examination or project. If this work is to be completed outside of class, it must be due at the scheduled final examination time.

Three Finals on Same Day:

When a student has three finals scheduled on the same day, the student has the right to have one of the finals rescheduled. Normally, the middle final will be rescheduled. If the middle final cannot be rescheduled due to the nature of the final*, the professor will provide documentation to the student to that effect, and the student will have the third final rescheduled. If neither the second nor the third final can be moved, the first one will be rescheduled. In the event that all three of the finals are deemed unmovable, the matter will be referred to the Dean's office for final determination.

The student is responsible for contacting professors at least two weeks in advance to make necessary accommodations according to the guidelines above.

**e.g., the final consists of presentations, group projects, or performances.
Inconvenience is not a sufficient reason to refuse this request.*

D. Martin Luther King, Jr. Day

To honor the struggle for equality in the United States, the College of Arts and Science will hereafter hold no classes on Martin Luther King Day (the federal holiday). All faculty and students of the College are encouraged to participate in activities marking the day. (Approved at A & S meeting on May 3rd, 2001)

E. Reading Day

In preparation for the final examinations, the College schedules one Reading Day per term. On this day, no classes are to be scheduled and all assignments other than the final

exam or project must be due prior to this day. Instructors are encouraged to hold review sessions at this time.

F. Senior Projects Day

Senior Projects Day will be held on a designated Wednesday in April. All classes scheduled for that day will be held on the following Friday. The regularly scheduled Friday Classes will not be held. *(Approved by CASC on November 23, 1998)*

G. Winter Term

In order to provide enough Winter Term classroom space for 75% of the Fall enrollment in the College each department should provide at least 10 spaces per full-time faculty member in their department each year. If a department cannot meet this requirement, it needs to seek relief from school colleagues, so that the school provides at least 12 spaces per faculty member, which is the College average.

V. Student Course Evaluation Policies

Each instructor is permitted to create an evaluation form suitable for his or her course. This auxiliary evaluation is not to replace the College of Arts and Science Course/Instructor Evaluation Form. Moreover, instructors are not to administer an auxiliary evaluation within two weeks of the college's course/ instructor evaluation. An instructor may add these auxiliary evaluation forms or results to his or her personal file for FPC consideration.

Student course evaluation forms will be administered online or in paper format if necessary.

Course/Instructor Evaluation forms will be administered to students in all courses of more than three students (April 1, 2004).

A. Online Evaluations

Online course evaluation forms will be sent to students from the Dean's Office. Evaluation links will be distributed approximately one week before the end of the teaching period. Faculty will be updated electronically on completion rates for courses. Faculty may provide in-class time to complete online course evaluations. Faculty should not be present in the room as students complete the evaluation forms.

B. Paper Evaluations

Paper evaluations will be administered at the final or next to final class meeting. The instructor will designate a responsible person to administer his/her student evaluations. The instructor must not administer the evaluations and must leave the room as the students are completing the evaluation forms. No comments about the evaluations should be made either before or after they are administered, and students are not to converse during the evaluation period. On completing the evaluation form each student is to place

his or her form in the class envelope. This envelope is to be promptly returned to the appropriate school office or to the Dean's office. (*Adopted Spring 2006*)

VI. Surveys Administered During Class Time

General surveys of students need to be calendared one week prior to the beginning of the semester during which the survey will be administered. Requests for surveys should be submitted to the Dean who will consult with CASC before approving the survey. (*Approved at A&S meeting on May 2nd, 2002*)

VII. Whiteley Lectureship

The lectureship should rotate through schools so that each would have the lectureship once every three years. (*Approved, A&S Meeting, May 3, 2001; edited 2012*)

VIII. Policies for Individual Faculty Members

A. Faculty Attendance

Faculty members are expected to meet all of their professional obligations. Absences of two or fewer consecutive class days require notification of the appropriate department chair or school director. Absences of more than two consecutive class days for reasons other than sickness require prior and timely approval of the Dean and notifications of the appropriate department chair and director. Failure to receive approval for missing more than two consecutive class days may result in a salary deduction in an amount proportionate to the time lost. In all cases, faculty members are encouraged to find other faculty members to teach the missed classes or make the classes up at a different time.

Faculty are also expected to participate in University and College events such as Convocation and Commencement.

During the winter term, faculty who are not teaching classes may be absent from campus but should arrange their January schedules with their school directors and should normally be available to plan spring semester classes and activities, to hold office hours for students at a designated time, to meet with committees and to continue other regular duties.

B. Faculty – Student Consensual Relationships

The College of Arts and Sciences believes it is inappropriate and unprofessional for a faculty member or administrator to encourage or conduct a sexual relationship with a student in the College or any relationship which raises the possibility of harassment or exploitation. While specific relevant circumstances, such as the age of the student, may sometimes be seen as mitigating factors, faculty members and administrators stand in a position of authority in relation to students and thus such relationships always carry the

possibility of harassment or exploitation. The seriousness of such a relationship increases when a student is or may be in the faculty member's class or department (a direct power relationship of the faculty member over the student). The Dean of the College will consider these situations as they arise and will take appropriate disciplinary action.

Please refer to the university's Consensual Relations policies:

<http://www.pacificu.edu/policies/documents/ConsensualRelationsPolicy-asapproved2-09-10.pdf>

C. Faculty Conference Funding

1. If a faculty member is on a program of a recognized scholarly or professional organization a faculty member may apply to the Dean for reimbursement up to \$1,100 for that academic year
2. If a faculty member wishes to attend a professional meeting, without presenting, or engage in professional development workshops he/she may apply to the Dean for up to \$800 reimbursement per academic year
3. Faculty may receive funds under only (1) or (2) each year
4. The amounts listed above will be reviewed by the Dean with the advice of Dean's Council each year to assure an equitable distribution of the available funds (updated September, 2009; edited 2012)

D. Faculty Use of Books

Departments do not provide textbooks for the faculty; each faculty member will be responsible for obtaining desk copies. If your desk copy does not arrive or for any reason you need a copy of a book that you have ordered for a class, you will need to purchase that book. When your desk copy arrives, you may return your purchased copy to the bookstore for a refund, just as a student does who changes classes. Because departments do not have funds for books in their budget, no books can be charged to the department.

E. Load and Compensation for Additional Faculty Duties

1. All specially assigned work outside of the regular 9 month contract year should be for pay.
2. Administrative assignments and coaching for non-physical education full time faculty during the 9 month contract year should carry release time and not pay. Such assignments or coaching are at the option of the faculty member.
3. Extra teaching or professional responsibilities outside the undergraduate program should be for pay or release time. Extra teaching within the undergraduate program should be for pay or release time. The budgetary unit using the time shall pay for it. Pay is at the adjunct pay rate.
4. Independent study, tutorials, aiding with student activities, grant writing and/or other University work during the 9 month contract year should not be for pay but should be considered in annual merit pay increases and/or promotions.
5. During the summer, off contract months, faculty should receive compensation at the rate of \$100 per day for required (defined as activities for which the Dean is asking for faculty

help) summer work. This policy does not give the Dean the authority to require faculty to work in the summer. *(Approved by CASC on April 30, 2002)*

F. Faculty Compensation for Travel Courses

Travel courses may have one or several instructors depending on the size and circumstances of the course. Please consult the Short Term Study Abroad Approval form for guidance. What is outlined in this section refers to how faculty are compensated for the travel portion of their class, it is not a requirement for how travel courses must be staffed. Faculty members may conduct travel courses on uncompensated overload, if they so desire, but for those wishing to receive workload credit, it will be as follows:

1. 2 workload credits for each 8 students with a maximum of 4 workload credits for the travel portion of the class regardless of the number of faculty traveling.
2. For co-taught courses, faculty members may divide the workload credits.
3. Faculty overload pay will be at the current adjunct pay rate. All workload credits must be approved by school directors. *(DC 9/28/22)*

G. Faculty Titles

Part-time and term faculty must have the terminal degree in order to carry the title of “Assistant Professor” or “Visiting Assistant Professor.” In the absence of a terminal degree, part-time and term faculty will carry the title of “Instructor.” *(DC 8/13/15)*