

Department Chairs  
and  
Program Directors  
2015-16 Handbook



## Introduction

The Governance describes the work of the department chair prosaically: “The chair shall be responsible to the department for the administration of its academic and business affairs” including leading searches, preparing faculty reviews, setting agendas, chairing meetings, compiling the budget, setting the course schedule, and preparing an annual report. As important as those functions are to the smooth operation of an academic program, I prefer to think of the chair or program director as a first among equals in keeping a department or program vibrant and up-to-date, establishing an atmosphere of mutual support and mentoring among colleagues, integrating the department or program with the larger intellectual life and strategic directions of the college, advocating for the support the department or program and its faculty and students need in order to engage energetically in the creation and acquisition of new knowledge, collaborating with support staff, and keeping students at the forefront in decision-making. This work is important, challenging, and, at its best, ultimately rewarding.

This Handbook for Department Chairs and Program Directors supplements the Faculty Handbook and the Governance, providing information to facilitate efficient fulfillment of your duties: contact information, deadlines, guidelines, policies, procedures, and forms. The Governance remains the chief document concerning the organization of the College, the rights and obligations of faculty members, and the relations of faculty members to their departments.

Chairs have a particular responsibility for new faculty colleagues to ensure a friendly integration into the life of the department and the College, provide help and advice in course preparation, and convey department and College expectations with respect to teaching, scholarship, and service. Vassar’s review procedures are complex, and chairs and directors are required to discuss them with new appointees at specified times indicated in the schedule in this handbook and in Section C of the Faculty Handbook.

Chairs and directors also bear responsibility for monitoring the quality of teaching in the department or program. After each semester, chairs and directors receive Course Evaluation Questionnaire (CEQ) results for all instructors and courses in their area. You should review these reports – for all faculty at all ranks – and take appropriate action to address deficiencies, such as helping colleagues find mentors with whom to discuss teaching-related questions.

Chairs and program directors are also the chief conveyors of information between my office (and other academic administrative offices) and department and program members. Chairs’ and directors’ meetings take place throughout the academic year for informational presentations and substantive discussions. Chairs and directors should hold periodic department or program meetings to establish an open, consultative atmosphere in which information is shared, voices are heard, and issues are debated openly.

If you have suggestions for improving the utility of this Handbook, please convey them to my office. Our main goal is helping you and your colleagues succeed in your intellectual and creative pursuits and especially in your high calling of engaging students in developing their capacities for inquiry, creative imagination, critical reasoning, and effective citizenship.

Thank you for your special service in leading your department or program.

Jonathan L. Chenette  
Dean of the Faculty



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## I. Office of the Dean of the Faculty 2015-16

NAME	POSITION	EMAIL	OFFICE	PHONE
Jonathan <u>L.</u> Chenette	Dean of the Faculty	jochenette	M-N104	437-5300
Steve Rock	Associate Dean of the Faculty and Director of the Learning, Teaching and Research Center	stroek	M-N104	437-5306
Melissa Naitza	Coordinator of Academic Administration	menaitza	M-N102	437-5301
Chris White	Faculty Director of Research Development	chwhite	BH-200	437-7836
Peter Antelyes	Faculty Director of Teaching Development	antelyes	SH-201	437-5638
Veronica Peccia	Executive Assistant	vepeccia	M-N104	437-5302
Patricia Maio	<a href="#">Office Specialist</a>	pamaio	M-N104	437-5300
Patricia Turner	Office Specialist	pturner	M-N101	437-5307
Wendy Post	Administrative Assistant	wepostdof	M-N101	437-5308

<b>DEAN'S OFFICE FUNCTION</b>	<b>CONTACT</b>	<b>PHONE</b>
Academic Equipment Budget	M. Naitza	437-5301
Academic Suffrage	M. Naitza	437-5301
Academic Space	T. Porcello	437-7244
Advertising/Position Vacancies	M. Naitza	437-5301
Affirmative Action Officer	C. Cohen	437-7924
Appointments with Jonathan <a href="#">L. Chenette</a>	V. Peccia	437-5302
Authorization of Faculty Appointments	<a href="#">J. Chenette</a>	437-5300
Budget Planning	<a href="#">J. Chenette</a> /S. Rock/M. Naitza	437-5300
Budgets: Capital, Operating, Personnel	<a href="#">J. Chenette</a> /S. Rock /M. Naitza	437-5300
Candidates' Expenses	V. Peccia	437-5302
Candidates' Interview Arrangements	V. Peccia	437-5302
Chair's List	V. Peccia	437-5302
Committee on Curricular Policies (CCP)	<a href="#">J. Chenette</a> , Chair	437-5300
Committee on Academic Technology (CAT)	S. Rock	437-5300
Compliance Committees/Research		
IACUC Information	M. Naitza	437-5301
IRB Information	<a href="#">J. Chenette</a>	437-5300
Conference Room N170 Scheduling	P. Maio/V. Peccia	437-5300/5302
Curriculum Planning	<a href="#">J. Chenette</a>	437-5300
<a href="#">Dean's Web Site</a>	V. Peccia	<a href="#">437-5302</a>
Employment Eligibility- Form I-9	M. Naitza	437-5301
Faculty Counts	M. Naitza/ S. Rock	437-5301/5306
Faculty Employment Verification	M. Naitza	437-5301
Faculty Fellowships	S. Rock	437-5300
Faculty Handbook	V. Peccia	437-5302
Faculty Housing Eligibility	M. Naitza	437-5301
Faculty Immigration	M. Naitza	437-5301
Faculty Recruitment Approval	<a href="#">J. Chenette</a>	437-5300
Faculty Statistics/Questionnaires	M. Naitza	437-5301
Faculty Teaching Evaluations	M. Naitza	437-5301
Faculty Travel/Endowed Chairs	P. Maio	437-5300
Freshmen Course Program	Not Assigned This Year	
<u>Governance</u>	V. Peccia	437-5302
Language Fellows	P. Turner	437- <del>5307</del>
Leave Eligibility	M. Naitza	437-5301
Lecture Funds	M. Naitza	437-5301
Liaison for Dean Sponsored Events	V. Peccia	437-5302
Long Range Planning	<a href="#">J. Chenette</a>	437-5300
Moving Expenses	M. Naitza	437-5301
Part-Time Faculty	S. Rock	437-5306
Questionnaires/Surveys	M. Naitza	437-5301

## II. Schedule of Procedures for Chairs of Academic Departments 2015-16

**NOTE: IF DATE FALLS ON A WEEKEND OR HOLIDAY, THE LAST PREVIOUS WORKING DAY APPLIES.**

Chairs of committees follow the same procedures in the schedule as department chairs for faculty reviews.

This schedule of procedures also applies to faculty members jointly appointed in departments and multidisciplinary programs and other faculty serving in multidisciplinary programs deemed eligible.

### **FALL SEMESTER**

Aug. 31	(1)	Faculty	Fall semester classes begin.
Sept. 1	(1)	Dean of the Faculty	<b>REVIEW FOR TENURE:</b> The dean of the faculty notifies those faculty being reviewed for tenure to submit to the Office of the Dean of the Faculty by <b>October 1</b> the names of six outside evaluators of their research. (See October 1 below)
	(2)	Faculty	<p><b>PROMOTION TO FULL PROFESSOR:</b> Faculty being reviewed for promotion to full professor submit <u>electronically</u>:</p> <p>c.v. and statement for outside evaluators  personal statement / research statement  teaching portfolio  publications, manuscript materials or other documentary evidence</p> <p><b><u>Materials should be submitted to facultyreviews@vassar.edu and copied to the department chair.</u></b></p> <p>Please also submit as hard copies for the outside evaluators:  4 copies of c.v. &amp; statement for outside evaluators  4 sets of publications, or other documentary evidence</p> <p><b>*NOTE:</b> Those being reviewed by an <u>ad hoc</u> committee should deliver an additional copy of their material to the chair of the <u>ad hoc</u> committee.</p>
	(3)	Faculty	Faculty applying for early review for reappointment or tenure should make application in writing to the chair of their department and to the dean of the faculty. It is understood that in applying for early review the faculty member will have consulted with the chair.
	(4)	Faculty	<p><b>POST TENURE REVIEW:</b> For faculty undergoing post-tenure review, submit electronically:</p> <p>c.v.  personal statement  activity reports (if not previously handed in)</p> <p><b><u>Materials should be submitted to facultyreviews@vassar.edu and copied to the department chair.</u></b></p>
	(5)	Faculty (tenured)	Annual activities reports for tenured faculty are submitted to the dean of the faculty office, with a copy to their department chair.

**IF DATE FALLS ON A WEEKEND OR HOLIDAY, THE LAST PREVIOUS WORKING DAY APPLIES.**

Sept. 4	(1)	Chairs and Directors	<b>COURSE CHANGES</b> (b semester, 2015-16): Departments and programs propose to the Committee on Curricular Policies any changes in second semester offerings.
Sept. 10	(1)	Dean of the Faculty	The dean of the faculty notifies chairs of all faculty members scheduled for review in this academic year.
	(2)	Chairs and Directors	Chairs, within the next two weeks, discuss the review with faculty on the review schedule.
	(3)	Faculty and Chairs or Directors	Faculty, whose review requires the formation of an ad hoc committee, submits suggestions for the committee to the dean of the faculty. The department chair or program director should also submit a list.
	(4)	Faculty	Faculty being reviewed for tenure, reappointment, or extension of contract who would like a multidisciplinary program review must submit a request in writing to the program director with a copy to the Dean of the Faculty and the chair of the home department.
	(5)	Dean of the Faculty	<b>REVIEW FOR TENURE:</b> The dean notifies those faculty being reviewed for tenure to submit to the Office of the Dean of the Faculty by <b>October 1</b> the names of six outside evaluators of their research. ( <i>See October 1 below.</i> )
	(6)	Faculty	Fall Convocation at 3:30 p.m., Chapel
Oct. 1	(1)	Chairs or Directors and Faculty	Chairs and faculty submit to the dean names of at least <b>six</b> outside evaluators of the scholarship or artistic activity for each member of the department who is to be reviewed for tenure. The names shall be ranked in order of preference; such ranking will be among the factors considered by FASC and the dean of the faculty in the selection of evaluators. Indication must be given of the individual's qualifications to undertake this assignment, based on biographical entries from the <u>Directory of American Scholars</u> , other professional directories, or websites. Full titles, mailing and email addresses, and a brief biographical statement must be included.  Full titles and addresses must be included. The dean of the faculty and FASC in conference will make the selection of outside evaluators from the names proposed by the faculty members and the chairs. (Amended by the faculty April 1, 2008.)
	(2)	Chairs or Directors	<b>POST-TENURE REVIEW:</b> Chairs or Directors submit one signed copy of the department recommendations for those undergoing post-tenure review to the Office of the Dean of the Faculty. A copy of this recommendation must be sent to the member under review.
1 <sup>st</sup> week in October		Chairs and Directors	<b>STAFFING PLANS for (2016-17):</b> Chairs and program directors submit to the dean of the faculty staffing plans for the next year, taking into account faculty on leave. Chairs will have already begun consultation with the dean for authorization of new and substitute staff. Programs and departments will also have conferred together on sharing staff and courses.
Oct. 10	(1)	Chairs and Directors	<b>RESEARCH LEAVES REPORTS:</b> Chairs and directors remind faculty who have returned from research leaves that they are required to submit a brief written report on the use of their leaves to the dean of the faculty with a copy to the president. A copy should also be sent to the chair.
Oct. 12-16	(1)	Faculty	October break, no classes.

**IF DATE FALLS ON A WEEKEND OR HOLIDAY, THE LAST PREVIOUS WORKING DAY APPLIES.**

Monday after Fall break	(1)	Chairs and Directors/ Registrar	<b>COURSE CHANGES (for 2016-17):</b> Departments and programs propose to the Committee on Curricular Policies any changes in course offerings, including major requirements, course descriptions, etc. Chairs and directors should remember to consult with their majors committees about proposed curriculum changes well in advance of this date.
Nov. 7	(1)	Chairs and Directors	<b>PROMOTIONS:</b> Chairs of departments submit to the dean of the faculty <b>one signed</b> copy of the final and fully documented recommendations for associate professors being reviewed for promotion. <b><u>Partial review letters should also be submitted on this day.</u></b>  NOTE: all eligible members of the department must sign all departmental recommendations.  At the time the recommendation is submitted to the dean of the faculty, the candidate will be provided with a copy of the full recommendation modified so as to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The chair shall also meet with the candidate to discuss this report and the remainder of the review process.
Mid-November		Registrar	Registrar opens 2016/17 Catalogue for departments/programs to review and update. Departments coordinate changes with Registrar's Office.
Nov. 15		Faculty	<b>Lectures -</b> Priority deadline for lectures supported by the Dean of the Faculty for the Spring semester.
Dec. 9	(1)	Faculty	First semester classes end.
Dec. 10	(1)	Dean of the Faculty	The dean notifies chairs of any questions or objections raised concerning department recommendations for promotions to full professor in order to allow for consultation with the president prior to the final recommendation to the Board of Trustees.
Dec. 15-19	(1)	Faculty	First semester examinations.
Dec. 21	(1)	President	The president notifies faculty members under consideration for promotion to full professor of the final recommendation to the Board of Trustees.

**IF DATE FALLS ON A WEEKEND OR HOLIDAY, THE LAST PREVIOUS WORKING DAY APPLIES.**

**SPRING SEMESTER**

Jan. 15	(1)	Faculty	<p>Faculty being reviewed for <b>promotion with indeterminate tenure</b> submit electronically:  c.v. and statement for outside evaluators  personal statement / research statement  teaching portfolio  publications, manuscript materials or other documentary evidence</p> <p>Materials should be sent to <b>facultyreviews@vassar.edu with a copy to the Department Chair.</b></p> <p>Please also submit as hard copies for the outside evaluators:  4 copies of c.v. &amp; statement for outside evaluators  4 sets of publications, or other documentary evidence</p> <p><b>*NOTE:</b> Those being reviewed by an <u>ad hoc</u> committee should deliver an additional copy of their material to the chair of the <u>ad hoc</u> committee.</p>
	(2)		<p>Faculty being reviewed for <b>reappointment</b> submit electronically:  c.v.  personal statement / research statement  teaching portfolio  publications, manuscript materials or other documentary evidence</p> <p>Materials should be sent to <b>facultyreviews@vassar.edu with a copy to the Department Chair.</b></p> <p>If the teaching portfolio and/or publications cannot be submitted electronically hard copies may be submitted. Four copies of their teaching portfolio, publications, manuscript material, or other documentary evidence should be made. One set of materials is given to the Department Chair and the other copies are given to the Office of the Dean of the Faculty.</p>
Mid-January		Registrar	2016-17 Catalogue updates for departments/programs completed.
Late January		Chairs & Directors	Departments first proof of 2016-17 Catalogue copy online. Departments coordinate changes with Registrar's office.
Jan. 28	(1)	Faculty	Second semester classes begin.
	(2)	Dean of the Faculty	By this day, the dean of the faculty shall have sent a copy of the Fall semester CEQ reports to the campus mailbox of each faculty member under consideration for extension, reappointment or tenure, with a second copy sent directly to the member's corresponding department or program chair. (Approved by the Faculty February 5, 2003.)
Feb. 1	(1)	Faculty	<p>Faculty being reviewed for <b>extension of contract</b> submit electronically:  c.v.  personal statement  teaching portfolio</p> <p>Materials should be sent to <b>facultyreviews@vassar.edu with a copy to the Department Chair.</b></p> <p>If the teaching portfolio cannot be submitted electronically a hard copy may be submitted. Two hard copies should be made and one should be delivered to the Office of the Dean of the Faculty and the other to the Department Chair.</p>

**IF DATE FALLS ON A WEEKEND OR HOLIDAY, THE LAST PREVIOUS WORKING DAY APPLIES.**

Feb. 1	(1)	Faculty	Lecturers and visiting and adjunct faculty under review shall submit his or her c.v. and personal statement to <a href="mailto:facultyreviews@vassar.edu">facultyreviews@vassar.edu</a> with a copy to the home department or program. (see Faculty Handbook for new language)
	(2)	Faculty	Annual activities reports for untenured faculty are submitted to the Office of the Dean of the Faculty. Faculty members should also give a copy to their department chair.
Mid-February		Chairs & Directors	Departments final proof of 2016-17 Catalogue copy online. Departments coordinate changes with Registrar's Office
March 1	(1)	Chairs	<b>ANNUAL FACULTY PERFORMANCE APPRAISALS:</b> Departments submit a <b>signed</b> copy of performance appraisals, to the Office of the Dean of the Faculty. A copy of the recommendation must also be sent to the faculty member under review. SEE SECTION VII OF THE FACULTY HANDBOOK.  The chair <b>must</b> meet with tenure-track faculty members at the time of their <b>first</b> recommendation to make sure they are familiar with, and understand, the procedures of review and the criteria employed in both salary and contract reviews, as stated in the Governance an the Faculty Handbook.
	(2)	Dean	The Dean of the Faculty notifies faculty members when first eligible for promotion from associate professor to full professor in the next academic year with a copy to their departments.
	(3)	Chairs & Directors	<b>RESEARCH LEAVES REPORTS:</b> Chairs and directors remind faculty who have returned from research leaves that they are required to submit a written report of the use of their leaves to the Dean of the Faculty with a copy to the President. A copy should also be sent to the chair.
March 6	(1)	President	The President informs those concerned of the actions taken by the Board of Trustees on recommendations regarding promotion to full Professor.
March 16-27	(1)	Faculty	<b>Spring break</b>
After Spring Break		Registrar	The online Catalogue goes live.
March 31	(1)	Chairs	<b>EXTENSION:</b> Chairs of departments submit to the Dean of the Faculty a signed copy of fully documented recommendations of members of their departments who are being reviewed for extension of contract.
	(2)		<b>REAPPOINTMENT AND TENURE:</b> Chairs of departments submit to the Dean of the Faculty a signed copy of fully documented recommendations of members of their departments who are being reviewed for indeterminate tenure or reappointment at the rank of assistant professor. Partial review letters should also be submitted by this day.  NOTE: All departmental recommendations must be signed by all eligible members of the department. (See Faculty Handbook: "Procedures for Review of Faculty Members.")  At the time the recommendation is submitted to the Dean of the Faculty, the candidate is provided with a copy of the full recommendation modified to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The chair shall also meet with the candidate to discuss this report and the remainder of the review process.

**IF DATE FALLS ON A WEEKEND OR HOLIDAY, THE LAST PREVIOUS WORKING DAY  
APPLIES.**

April 1	(1)	Dean of the Faculty	<b>LEAVES OF ABSENCE:</b> The Dean of the Faculty notifies all members of the faculty eligible for a leave of absence in 2016-17. Chairs receive a list of all eligible members of their departments and chairs provide leave information on their staffing plan for the next year.
	(2)	Faculty	<b>PROMOTIONS:</b> Faculty members eligible for promotion from associate to full professor in the next academic year <b>must by this time</b> notify the dean of the faculty of their intention to be reviewed or not for promotion, with a copy to their department chair.
	(3)	Faculty	<b>Faculty</b> being reviewed for promotion from associate to full professor who would like a multidisciplinary program review must submit a request in writing to the program director with a copy to the Dean of the Faculty and the chair of the home department.
	(4)	Faculty and Chairs	<b>AD HOC COMMITTEES:</b> Faculty, whose review for promotion from associate to full professor requires the formation of an ad hoc committee, submit suggestions for the committee to the dean of the faculty. The department chair, or senior full professor, should also submit a list.
	(5)	Chairs & Directors	<b>NEW BUDGETS for (2016-17):</b> Departments submit to the dean of the faculty proposals for next year's operating, capital, and personnel budgets.
May 1	(1)	Chairs or Directors and Faculty	Chairs and faculty submit to the Dean names of <b>six</b> outside evaluators Faculty of the research of each member of the department who is to be reviewed for promotion to full professor. The names shall be ranked in order of preference; such ranking will be among the factors considered by FASC and the Dean of the Faculty in the selection of evaluators. Indication must be given of the individual's qualifications to undertake this assignment, based on biographical entries from the Directory of American Scholars, other professional directories, or websites. Full titles, mailing and email addresses, and a brief biographical statement must be included. <i>Amended by the faculty, April 1, 2008.</i>
May 4	(1)	Dean of the Faculty	The dean of the faculty notifies chairs of any questions or objections addressed to department recommendations of faculty being reviewed for extension, reappointment, or promotion to tenure in order to permit, if requested, consultation with the president prior to final recommendations. Chairs may bring other appropriate senior members of their departments to this consultation, which will normally include FASC and the dean.
	(2)	Faculty	Spring Convocation, 3:30 p.m., Chapel
May 10	(1)	Dean	The dean of the faculty notifies faculty members that they are scheduled for post-tenure review in the fall of the next academic year. A copy is sent to chairs when appropriate.
	(2)	Faculty	Second semester classes end.
May 18-24	(1)	Faculty	Second semester examinations.
May 29	(1)	Faculty	152nd Commencement
May 30	(1)	President	The president informs those concerned of the actions taken by the Board of Trustees on recommendations regarding reappointment and promotion with indeterminate tenure.  The dean of the faculty informs those concerned of the action taken by the Board of Trustees on recommendations regarding extension of contract.
June 15	(1)	Chairs	<b>ANNUAL REPORTS:</b> Department chairs and Program directors, after consultation with the other members of the department or program, submit their annual reports to the Office of the Dean of the Faculty (deansoffice@vassar.edu) with a copy to the Office of the President (presidentoffice@vassar.edu).

**IF DATE FALLS ON A WEEKEND OR HOLIDAY, THE LAST PREVIOUS WORKING DAY APPLIES.**

**ATHLETICS LECTURE TRACK REVIEW CALENDAR**

**Spring Sports**

Sept. 1	(1)	Faculty	Coaches being reviewed submit:  (a) c.v. (b) teaching portfolio/coaching accomplishments (c) personal statement (d) any pertinent accomplishments since the last review/appointment.  An <b>electronic copy</b> is sent to both the Director of Athletics and Physical Education <u>and</u> to the Office of the Dean of Strategic Planning and Academic Resources.
Oct. 15	(1)	Director	The Director submits an electronic copy of the department recommendation for those undergoing review to the Office of the Dean of Strategic Planning and Academic Resources. A copy of this recommendation is also sent to the member under review.
Nov. 13	(1)	Dean	The Dean of Strategic Planning and Academic Resources notifies the Director of Athletics and Physical Education of any questions or objections raised concerning department recommendations.
Dec. 11	(1)	President	The president notifies faculty member of final decision.

**Fall Sports**

Dec. 1	(1)	Faculty	Coaches being reviewed submit:  (e) c.v. (f) teaching portfolio/coaching accomplishments (g) personal statement (h) any pertinent accomplishments since the last review/appointment.  An <b>electronic copy</b> is sent to both the Director of Athletics and Physical Education and to the Office of the Dean of Strategic Planning and Academic Resources.
Jan. 20	(1)	Director	The Director submits an electronic copy of the department recommendation for those undergoing review to the Office of the Dean of Strategic Planning and Academic Resources. A copy of this recommendation is also sent to the member under review.
Feb. 15	(1)	Dean	The Dean of Strategic Planning and Academic Resources notifies the Director of Athletics and Physical Education of any questions or objections raised concerning department recommendations.
Apr. 4	(1)	President	The president notifies faculty member of final decision.

## Winter Sports

Seven (7) days after receipt of SAEs	(1)	Faculty	<p>Coaches being reviewed submit:</p> <ul style="list-style-type: none"> <li>(i) c.v.</li> <li>(j) teaching portfolio/coaching accomplishments</li> <li>(k) personal statement</li> <li>(l) any pertinent accomplishments since the last review/appointment.</li> </ul> <p>An <b>electronic copy</b> is sent to both the Director of Athletics and Physical Education <u>and</u> to the Office of the Dean of Strategic Planning and Academic Resources.</p>
Apr. 15	(1)	Director	The Director submits an electronic copy of the department recommendation for those undergoing review to the Office of the Dean of Strategic Planning and Academic Resources. A copy of this recommendation is also sent to the member under review.
May 10	(1)	Dean	The Dean of Strategic Planning and Academic Resources notifies the Director of Athletics and Physical Education of any questions or objections raised concerning department recommendations.
May 30	(1)	President	The president notifies faculty member of final decision.

|

### III. Curricular Planning, Schedule, & Procedures for Submitting Course Changes & Program Revisions to CCP

Curricular planning must be undertaken in September if proposals are to be submitted in time for proper consideration. The Committee on Curricular Policies (CCP) reviews both large-scale revisions of programs and proposals for new courses, as well as the detailed and minor changes that regularly occur. Departments need to consult with majors about changes in programs, major requirements, and proposals for new courses prior to submission to CCP. The Dean of the Faculty works closely with departments and programs to determine staffing.

#### A. SCHEDULE FOR CHANGING CURRICULUM AND COURSES

- |                               |  |
|-------------------------------|--|
| September 4                   | Departments propose to the CCP any changes in second semester <u>b</u> 2015/16 offerings.  |
| Monday after<br>October break | All program revisions or changes—changes in course numbering systems, changes in requirements, realignment of departmental offerings and the like – must be received by the Office of the Registrar. |
|                               | All individual course changes—new courses, deletions, changes in course topic, and the like—to be included in the 2016/17 <u>Catalogue</u> , must be received by the Office of the Registrar.        |
|                               | The CCP discusses and reviews all changes noted and sends the changes to the faculty for approval at least 5 days before the December Faculty Meeting.   |

#### B. PROCEDURES FOR CURRICULAR CHANGE

Curricular Change forms are to be submitted electronically using the web form. This form can be found via **Ask Banner ~Academics~ Curricular Change Request**, or <http://ccr.vassar.edu/>.

If there are questions, please address them to Kathleen Giblin in the Office of the Registrar, x5275, Box 11, or by e-mail [kagiblin](mailto:kagiblin).

#### C. COMMON CURRICULAR CHANGES

- A—This change must be submitted to the CCP for approval.
- B—This change must be submitted to the CCP for information only.
- C—This change does not need to be submitted to the CCP, but it must be reported to the Registrar.
- D—This change need not be submitted to the CCP nor to the Registrar because the course is automatically removed from the curriculum after it is given.

<b>Bracketing</b> or unbracketing a course	<b>C</b>
<b>Cancellation</b> of a course	<b>C</b>
<b>Correlate Sequence</b> requirements	<b>A</b>
<b>Course</b> , Regular:	
<b>New Course</b> (added)	
<b>Deleted Course</b>	<b>A</b>
<b>Course level</b>	<b>A</b>
<b>Description</b> of course	
Substantial	<b>A</b>
Minor	<b>B</b>
<b>Graded</b> or Ungraded status of a course	<b>A</b>
Length of <b>Class Meeting</b>	<b>C</b>
<b>Major Requirements</b>	<b>A</b>

<b>Non-recorded Option (NRO)</b>	<b>C</b>
<b>Number</b> or Section Number of a course	<b>C</b>
<b>Prerequisites</b> of a course	<b>A</b>
<b>Provisional Grade</b>	<b>C</b>
<b>Semester</b> in which a course is taught	<b>C</b>
<b>Special Studies</b> course (180, 280, 380)	
Adding a Special Studies course	<b>B</b>
Changing a Special Studies course to a regular course	<b>A</b>
Deletion of a Special Studies 180 or 280 course	<b>D</b>
Deletion of a Special Studies 380 course	<b>C</b>
Repetition of a 180 or 280 Special Studies course	<b>A</b>
<b>Time</b> of class meeting	<b>C</b>
<b>Type</b> of course (hyphen, slash, comma)	<b>A</b>
<b>Units</b> (changing the number of units of credit for a course)	<b>A</b>

#### IV. Legal Time Periods for Courses

##### Legal Time Periods

50 Minutes Class Periods

*MTRF* 8:30, 9:30, 10:30\*, 12:00, 1:30, 3:10  
*W* 8:30, 9:30, 10:30\*, 12:00, 1:30

75 Minutes Class Periods

*TR* 9:00, 10:30\*, 12:00\*, 1:30\*, 3:10, 4:35, 6:30pm (can start 7:00, 7:30, or 8:00)

*MW(or WF)* 9:00, 10:30\*, 12:00\*, 1:30\*  
*MR* 3:10, 4:35, 6:30

2 Hour Classes

*F* 10:30 restricted to 200 & 300 level classes, *TR* 10:30\*, *MTWRF* 1:00\*, *MTRF* 3:10, *MTR* 4:00,  
*MTR* 6:30pm(can start 7:00, 7:30, or 8:00)

3 Hour Class Periods

*MTR* 3:10 – 6:10,  
6:30pm – 9:30pm  
7:00pm – 10:00pm

4 Hour Laboratories

*MTWRF* 9:00 – 1:00  
*MTRF* 1:30 – 5:30  
*MTR* 6:00pm – 10:00pm

It is expected that 100 and 200-level courses will meet at least two times per week. Requests for exceptions must be made to the Committee on Curricular Policies.

\*Note: Asterisk time periods are considered Peak Periods for teaching purposes.

#### V. Catalogue Production Calendar

Vassar produces its Catalogue in the spring before the academic year it describes. In order to accomplish this, it is necessary to follow the schedule below:

Mid-November	Registrar opens 2016/17 <u>Catalogue</u> for departments/programs to review and update. Departments coordinate changes with Registrar's Office.
Mid-January	Updates complete.
Late January	Departments first proof of 2016/17 <u>Catalogue</u> copy online.

Departments coordinate changes with Registrar's Office.

Mid-February      Departments final proof of 2016/17 Catalogue copy online.  
Departments coordinate changes with Registrar's Office.

After Spring      The online Catalogue goes live.  
Break

## **VI. Conflicts of Interest & Affirmative Action Policies for Vassar College**

### **CONFLICTS OF INTEREST POLICY**

1. Definition of Covered Persons. "Covered Persons" are trustees, senior officers, faculty with significant financial responsibilities, members of the administration, and non-trustee members of committees of the College's Board of Trustees.

2. Duty to avoid conflicts of interest

Covered Persons acting for or on behalf of Vassar College have an obligation to conduct business for or on behalf of the College in a manner that avoids actual or potential conflicts of interest. Further, Covered Persons are required to disclose relationships that create or appear to create such conflicts of interest.

3. What is a conflict of interest?

An actual or potential conflict of interest may occur when an individual is in a position to influence the College's business dealings so as to produce personal gain for that individual or for a relative, friend or business associate of that individual. Personal gain may result not only in cases where a person acting for or on behalf of the College (or a relative, friend or business associate of such a person) has significant ownership in a firm with which the College does business, but also when a substantial gift or special consideration is received as a result of any transaction or business dealing involving the College. For the purpose of this policy, a relative is a member of the immediate family of a Covered Person.

4. Relationships requiring disclosure

Covered Persons who have significant business affiliations or official relationships with organizations with which the College does business are required to disclose those affiliations to the College. In this context, "official relationship" means serving as an officer, director, employee, partner, proprietor, or owner of 10% or more of the stock, of an entity that transacts business with the College. "Official relationship" also includes service on advisory boards formed by a corporation, partnership, association or other entity that transacts business with the College or, through the College, offers goods or services to students, employees or alumnae/i of the College.

A conflict of interest is not always created by the mere existence of a relationship with outside organizations. However, if an individual has influence at the College on any commercial transactions, including but not limited to purchases, contracts, or leases, it is imperative that he or she disclose as soon as possible the existence of such relationships so that safeguards can be established that will prevent any conflict of interest from arising. Such safeguards may include, without limit, the recusal of such individual from decision-making on any matter under consideration by the College or before the Board of Trustees.

5. Process for disclosure

Each year the Secretary of the Board will provide Covered Persons with the policy statement, a disclosure form, and a current list of organizations with which the College does substantial business.<sup>1</sup> All information provided in response to this request shall be held in confidence by the persons referred to in the next sentence unless the best interests of the College dictate otherwise and except as required by law. The Secretary of the Board will compile the results of the disclosure process, providing information to the Chair of the Board, the President, the Chair of the Audit Committee, the Vice President for Finance and Administration and the Controller.

6. Gifts policy

The acceptance of gifts from persons or entities doing business or seeking to do business with the College can create, or appear to create, a conflict of interest. Covered Persons are therefore prohibited from soliciting or accepting from any person or entity doing business with or seeking to do business with the College any remuneration, gift, gratuity, services, loans, travel, entertainment, or other item, of more than nominal value. "Nominal value" as used in this policy, shall mean a value of \$75.00.

Revised: Meeting of the Board of Trustees, February 27, 2010

<sup>1</sup> The Controller will annually prepare the list of organizations with which the College does substantial business and identify employees who meet the definition of Covered Persons for purposes of this policy.

## **AFFIRMATIVE ACTION POLICY**

The Board of Trustees has affirmed the commitment of the College to nondiscrimination and to active efforts to provide equal employment opportunities:

“Vassar College states that it has been, and continues to be, its policy to provide equal employment opportunity for all applicants in all job classifications without regard for race, color, religion or religious belief, citizenship status, sex, marital status, disability, pregnancy, sexual orientation, gender identity or expression, national origin, military service or affiliation, genetic information, age, and other characteristics protected by law. Additionally, during the period the Affirmative Action Policy (the “Policy”) is extant, should state or federal law be enacted to prohibit other forms of discrimination not listed in the above categories, the Policy will be deemed amended to afford protection to such groups. It is and continues to be the policy of Vassar College that all applicants for employment are recruited, hired and assigned on the basis of personal merit without discrimination because of race, color, religion or religious belief, citizenship status, sex, marital status, disability, pregnancy, sexual orientation, gender identity or expression, national origin, military service or affiliation, genetic information, age, and other characteristics protected by law. Furthermore, it is the practice of Vassar College to ensure that all its employees are treated equally and that no distinctions are made in compensation, promotion, and transfer because of the employee’s race, color, religion or religious belief, citizenship status, sex, marital status, disability, pregnancy, sexual orientation, gender identity or expression, national origin, military service or affiliation, genetic information, age, and other characteristics protected by law.

Vassar College states that its policy of equal employment opportunity will continue to be maintained. It fully recognizes, however, that the passive avoidance of overt discrimination is not sufficient to further employment opportunity for qualified members of groups formerly underrepresented. Therefore, it is and will be the practice of Vassar College to seek out qualified candidates for appointment and promotion among minority group members and women for positions where they have been inadequately represented in the past.”

Fundamental to these statements of institutional policy is the affirmation that the presence on the faculty of women and members of ethnic and racial minorities is needed if the College is to fulfill its educational mission. The intent of the policy is that affirmative action at Vassar be not simply formal compliance with the law but a vigorous program of recruitment and appointment.

## VII. Procedures for Implementing Affirmative Action Policy

### A. EQUAL EMPLOYMENT AND RECRUITMENT

The following procedures have been established to implement the Vassar College Affirmative Action Policy as stated above.

1. Before the search for a candidate is begun, a job description should be prepared, clearly stating the credentials and skills required for the position to be filled.

All applicants for the position must be uniformly evaluated in terms of this description. Only if it is found that no satisfactory applicants are meeting the job requirements as specified may the description be changed. In such cases a new search is initiated.

2. All positions must be advertised, except in special cases approved by the Faculty Director of Affirmative Action. The text of an advertisement, together with a copy of the job description must be sent over to the Office of the Dean of the Faculty. After being checked for accuracy in the particulars of the position, the description and advertisement will be sent to the Faculty Director of Affirmative Action for approval. The approved advertisement will be placed in five approved publications. Departments also suggest ad placement in up to two field specific locations. The extent of advertising will depend on upon the nature of the position. A part-time position will be less extensively advertised than a full-time one, a substitute position less fully than a replacement or a new position.
3. Response to an advertisement will go directly to the department or program. It is the responsibility of the department or program to keep an accurate tally of responses and to send this along with a statement of the action taken (interviews, applicants brought to campus, recommendations and appointments made) to the Faculty Director of Affirmative Action before a position is filled (See **Appendix**).
4. In seeking candidates to fill appointments, departments should not limit themselves to advertising. They must make an effort to publicize their requirements through professional associations, university departments, and other sources of information on available women and minority group members. Advertising and all other communications seeking candidates must include the explicit statement that the College is an equal opportunity/affirmative action employer:

*"Vassar College is strongly committed to fostering a community that reflects the values of a liberal arts education and to promoting an environment of equality, inclusion and respect for difference. Vassar College is an affirmative action, equal opportunity employer, and applications from members of historically underrepresented groups are especially encouraged."*

The Faculty Director of Affirmative Action will provide a list of organizations and individuals that chairs and directors can contact in their search for minority and women candidates.

5. Before making recommendations for appointment, departments must be able to state that established criteria have been applied comparatively to all candidates. Such criteria should include:
  - a) Qualifications for the specific position
  - b) Quality of the records of candidates as student and teacher.
  - c) Nature of letters of recommendation, including evaluation of the judgment of the writers

d) Estimates of ability and of suitability for the position at Vassar by departments, students, FASC, etc.

Before any recommendation for appointment is made, departments must demonstrate to the satisfaction of the Dean of the Faculty that they have followed in letter and spirit these search and evaluation procedures. If the recommended applicant is neither a woman nor a member of a minority group, the department must demonstrate that there is no equally qualified member of these groups available to it.

6. Each department must maintain records to indicate the number of candidates screened and the number of candidates interviewed, including the number of women and members of minority groups at each stage, for each appointment. Data on all candidates, those not hired as well as those who are hired, must be kept on file in the department and should include the application, the letters of recommendation, the evaluations made by departments students, FASC, etc. Records should be sure to show the individual's name, the rank discussed, the date of interviewing, the sex and race, and the source of the referral for each person seriously considered.

## **B. PROMOTIONS, SALARY & TENURE**

Departmental and committee consideration of salary increment, promotion and tenure must similarly be made on the basis of established academic criteria and must be taken without regard for sex or minority status. Recommendations should address themselves to the academic criteria that have been used.

## **C. CONFLICT OF INTEREST**

Family relationships and other close personal relationships between faculty members potentially involve a conflict of interest in cases where one member of the relationship is eligible to participate in institutional decisions that might directly benefit the other member of the relationship. In cases of potential conflict of interest, ethical practice and the need to protect the integrity of the review process require that one abstain from participating in such decisions. Direct benefits include initial employment, retention, salary, work assignments, research and travel funds, leaves of absence, promotion, tenure and the availability of tenure positions.

In the case of the Appeal Committee or Review Committee, conflict of interest is deemed to exist in any case where a person on the committee has previously voted on a matter of appointment, reappointment, or promotion concerning the appellant.

A faculty member may raise questions concerning the applicability of this policy in specific cases. They should be directed either to the Dean of the Faculty or to the Faculty Appointments and Salary Committee. Final authority in resolving disputes over the applicability of this policy in specific cases rests with the Dean of the Faculty in consultation with the Faculty and Salary Committee.

## **D. STUDENTS WITH DISABILITIES**

Vassar College does not discriminate on the basis of disability in admission or access to, or treatment, or employment in its programs and activities as defined by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Amendments Act of 2008.

Vassar is committed to providing equal access to instruction to all students, including students with physical and learning disabilities. In particular cases, additional effort may be required in order to fulfill this obligation. Instructors may be asked to provide a list of reading and other assignments up to three months before instruction begins to ensure that

audio or other versions can be obtained for students who require them. The associate director of the Office for Accessibility and Educational Opportunity notifies instructors when such material is needed. Additional time to complete assignments and examinations may also be required. Students need to notify the Office for Accessibility and Educational Opportunity of particular needs and the associate director then determines the appropriate adjustments. The Office for Accessibility and Educational Opportunity requires certification of a disability. Individual faculty should consult the director, who is responsible for setting a uniform College policy in this area, if they have particular concerns.

## **E. STUDENTS AND EMPLOYMENT**

Vassar College does not discriminate on the basis of race, color, religious belief, sex, marital status, disability, sexual orientation, gender identity or expression, national or ethnic origin, veteran status, or age; in the admission of students to the College; or to any of the rights, privileges, programs, and activities generally accorded or made available to students at the College; or in the administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other programs administered by the College. This policy of nondiscrimination extends to the employment practices of the College as well.

Inquiries concerning the application of this policy prescribed by Title IX of the Educational Amendments of 1972 and the Internal Revenue Service may be directed to the Director of Equal Opportunity who has been named by the College to coordinate its efforts to comply with and carry out its responsibilities under Title IX.

## VIII. Policy on Reporting Improper or Unlawful Activities & Prohibition of Retaliation

This policy governs the reporting and investigation of claims of certain types of improper or unlawful activities as defined below and the prohibition of retaliation against individuals reporting such activities. It describes the procedures to be followed for investigation of reports of improper or unlawful activities and for addressing complaints of retaliation for raising such issues. Nothing in this policy statement replaces the existing policies and procedures governing harassment and discrimination, equal opportunity, the handling of employment grievances and other personnel policies detailed in official handbooks and contracts governing employment conditions.

### Policy

Vassar College seeks to achieve its mission as an educational institution by conducting its affairs ethically, and in full compliance with all federal, state and local laws. The College acknowledges its responsibility for the stewardship of public and private resources provided in pursuit of that mission. Vassar faculty, administrators, and staff are expected to adhere to high standards of professional and ethical conduct in carrying out their duties. The College's Governance, policies, management, internal controls and operating procedures are designed to prevent, deter, and, if necessary, detect improper or unlawful activities. To these ends, the College has established the following procedures to investigate, address, and report, as appropriate, claims of improper activities. These procedures include measures to prevent, and if necessary to respond to, any retaliatory action taken against an employee who, in good faith, reports improper activities.

"Improper activities" are defined, for purposes of this policy, as actions or failures to act by the College itself, or by its officers or employees in the course of their duties, which may result in either violations of Federal, State, or local law, or create a danger to public health or safety. The term also includes fraudulent or dishonest conduct by College officers or employees in the course of their duties, such as providing false or misleading information with regard to the College's financial status.

The College prohibits any retaliation against employees who in good faith report improper activities, who participate in an investigation pertaining to alleged improper activity, or who refuse to engage in what they believe in good faith to be illegal activities. A College employee may not use official authority, directly or indirectly, in order to discourage an employee to come forward with a suspected improper activity.

Employees are encouraged to use the procedures outlined below to report improper activities. Alternatively, an employee may choose to report allegations of improper activities to the appropriate government agency or contact the New York State Attorney General's Office <http://www.oag.state.ny.us/contact.html>.

### Procedures

1. **How to Make a Report.** A report of improper activities may be made by any faculty or staff member of the College to *the Controller* (Vassar College Box 12) or *the Director of Equal Opportunity* (Vassar College Box 645) or *the Faculty Director of Affirmative Action* (Vassar College Box 645). Written reports regarding improper activities may also be sent to the President (Vassar College Box 1) or directly to the Board of Trustees, by writing to the Chair of the Audit Committee, in care of the Secretary of the Board (Vassar College Box 720).
2. **Report in Writing.** Reports of improper activities should be made in writing for the sake of clarity. Reports should be factual and contain the specific information that is known by the person making the report. If a report of improper activities is made orally to the Controller, the Director of Equal Opportunity, or the Faculty Director of Affirmative Action, the individual receiving the report is then responsible for promptly documenting the details of the oral report in writing and providing a confidential copy to the complainant.
3. **Report Promptly.** Reports should be made promptly; the passage of time increases the difficulty of verifying allegations.

4. **Handling of Reports.** The party receiving the report of improper activities (normally the Controller, the Director of Equal Opportunity or the Faculty Director of Affirmative Action) will ensure that an investigation appropriate to the allegation, including, if appropriate, the retention of legal counsel, accounting, or other specialists, takes place promptly and thoroughly. The College will treat the information provided with discretion and, to the extent permitted under law, confidentially. There may exist circumstances where the College is required to disclose information it is provided.
5. **Response to Violations.** The College will respond with remedial or disciplinary action as appropriate to a finding of improper activities.
6. **Policy of Non-Retaliation.** The College has a strict policy prohibiting any retaliatory action against any College employee who reports in good faith improper activities or who refuses to perform actions that an employee in good faith believes would result in a violation of law. Incidents of retaliation should be reported to the Director of Equal Opportunity for issues involving administrators or staff, or to the Faculty Director of Affirmative Action for issues involving faculty, who will investigate and report the findings to the appropriate senior officer. Reports of improper retaliation will be investigated promptly, and disciplinary action will be taken where the report is verified and/or substantiated.
7. **Report to Audit Committee.** All investigations and claims of retaliation under this policy will be compiled annually by the Controller, the Director of Equal Opportunity, and the Faculty Director of Affirmative Action and a summary written report will be provided to the Audit Committee of the Board of Trustees.

May, 2007

## IX. Procedures for the Recruitment of Faculty

[For additional information on new appointments, see Faculty Handbook, C. Appointment, Extension, Reappointment, and Promotion, II. New Appointments.](#)

### APPROVAL FOR SEARCH

When the Dean of the Faculty authorizes an appointment in any department or program, the chair or director, in consultation with the department in accordance with the *Governance*, is primarily responsible for the process of selection of candidates for new appointments. In addition to sending letters to university departments and placing advertisements in professional journals, chairs, or their senior deputies, may attend professional meetings for the purpose of screening possible candidates. When authorized in advance by the Dean of the Faculty, the College reimburses travel expenses for the chair and one other member of the department.

### ADVERTISING

The opening should be advertised in approved professional on-line (print, if necessary) publications. *The Chronicle of Higher Education* is not ordinarily appropriate for academic openings. Chairs should submit the ad and suggested places for advertising, including submission information and deadlines, to the Dean of the Faculty office for approval by the Dean and the [Faculty Director of Affirmative Action](#). Sufficient time to meet publishing deadlines is imperative. All reasonable effort must be made to locate qualified candidates from underrepresented groups. Chairs are charged with implementing the College's Affirmative Action Policy and should familiarize themselves with its provisions. (Please refer to "Procedures for Implementing Affirmative Action Policy," Section VII of this handbook.)

### APPLICATIONS

The records of all candidates should be submitted either directly by them or in the form of university placement files. Applications should include transcripts of records, curriculum vitae, two letters of recommendation and copies of the candidates' publications, if available, and should be circulated among those members of the department eligible to vote on a particular appointment.

### ARRANGING AN INTERVIEW

1. After reviewing appropriate affirmative action data, the Dean will then authorize the chair to choose their top 3 candidates for a tenure track position and their top two candidates for a substitute position. Exceptions to this policy must be approved in advance by the Dean of the Faculty. (For Affirmative Action Requirements, see Appendix A of this handbook for the form, *see also, Faculty Handbook*, for the procedures.)
2. After the selection of the top candidates, chairs file with the Office of the Dean of the Faculty copies of the **candidate's dossier (CV, letter of application and two letters of recommendation)** for tenure track searches and copies for a substitute position along with a request to interview. *Please note that this can be done electronically.* The Dean of the Faculty must review the dossiers and for approval of the campus visits.
3. Interviews of candidates are normal practice and usually take place during a visit to the campus. Chairs or Department Administrative Assistants are responsible for scheduling interviews. *All visits of candidates should be scheduled only after consultation with the Office of the Dean of the Faculty regarding the Dean's calendar.*

The Dean and two senior faculty, including one member of FASC, interview all candidates for tenure track positions. Occasionally the Dean of the Faculty or the President may authorize a chair or their deputy to interview a candidate off campus and make a recommendation on the basis of such an interview. This process applies, however, only for short-term appointments. Campus interviews must include majors committees as participants.

The President, as well as the Dean and members of FASC, interview candidates for senior faculty appointment. If the visitor is a candidate for a full or associate professorship, the President's schedule should be consulted first.

4. Chairs, or members of their departments designated by them, are responsible for escorting the candidate to and from scheduled interviews.

### INTERVIEW EXPENSES

1. Chairs or department administrative assistants make the necessary travel arrangements and reservations if the candidate needs to stay overnight. (*If a candidate is coming from the west coast, the Office of the Dean of the Faculty will cover 2 nights, if notified ahead of time, in all other instances, one night will be covered.*) Lodging may be billed directly to the Office of the Dean of the Faculty through Alumnae House. Expenses of spouses are not included. Hooker Avenue Travel has been authorized as the College travel agent for these visits or the candidate may prefer to make arrangements on their own.
2. Candidates should be referred to the online Catalogue and given information on faculty benefits, which may be obtained from the Office of Benefits.
3. The College reimburses the chair for the cost of lunch or dinner for **only the candidate, the chair, and two other members of the department** (up to \$150 for a tenure track position, up to \$100 for a full-time visiting position, and up to \$30 for a part-time position). The department may spend these funds in any way they choose, e.g. dinner in a restaurant, dinner at the department chair's home, a reception, lunch on campus, etc. The Dean's Office will cover all of the expenses of the candidate, including travel, lodging and meals. Except in cases authorized by the Dean, any entertainment expense beyond this allowance will not be covered.
4. Receipts for reimbursement of entertainment expenses for interviewing candidates should be directed to the Office of the Dean of the Faculty along with the Candidate's Entertainment Reimbursement Form found in Appendix A.

**Only itemized receipts with the list of attendees on the back will be accepted for reimbursement.**

5. The chair should ask the candidate to submit the Candidate Travel Expense Account Form with original receipts for the following: air coach fare, or railroad fare, or 55 cents per mile plus tolls for travel by private automobile. Incidental expenses such as taxi fare, etc., may be included.

### REPORTING THE RESULTS OF INTERVIEWS

1. The Faculty Appointments and Salary Committee (FASC) submits in writing a recommendation on the candidate based on the record and the interview to the Dean and chair of the department before the departmental recommendation is made. The recommendation is accompanied by a fuller appraisal only in cases in which FASC wishes to express concern regarding the candidate.

2. The appropriate members of the department discuss the candidates' interviews, FASC reports, and responses from the majors committee. The chair informs the Dean of the Faculty as soon as possible, after receiving FASC's recommendation and consulting with the majors committee, of the departmental recommendation concerning the candidate.

## OFFERS OF APPOINTMENT

1. During the period of negotiation, the Dean and the chair are in close consultation regarding the exact terms of the offer and special efforts to attract the candidate.  
No offer of employment, formal or informal, can be made without the authorization by the Dean of the Faculty.
2. Chairs should be particularly careful to confirm any special details of the offer such as moving expenses, start-up funds, computer equipment, etc., with the Dean of the Faculty before offering it to the candidate.

## ACCEPTANCE OF APPOINTMENT

1. Chairs inform the Dean of the Faculty of the candidate's response to the offer. Further negotiation of the terms of the offer should be discussed with the Dean of the Faculty at this time when required.
2. If the response is favorable, the chair submits a "Request for Appointment" form (see Appendix A for form). It should **indicate the particulars of the offer with regard to moving expenses, start-up funds, computer equipment, etc.** One copy, signed, should be submitted to the Dean of the Faculty and one copy kept for department records.
3. The Dean of the Faculty sends two copies of the proposed contract to the candidate. The candidate should sign one and return it to the Office of the Dean of the Faculty, keeping the other copy for their own records. The Dean's Office forwards a copy of the appointment letter and a copy of the signed contract, once it is received, to the chair.

## EXEMPT FACULTY SEARCH PROCEDURES

*Approved by Dean of the Faculty May 2010*

Although the majority of faculty and instructor positions are filled through a formal, national search process, under special limited circumstances, a faculty teaching position may be filled through an exemption. In these instances, the Dean of the Faculty in consultation with the Faculty Director of Affirmative Action will review the exemption request to determine if an exemption from the standard search process is warranted.

An exemption may be *requested* for the following reasons:

- Part-time teaching appointments of up to 50 percent.
- Acting or interim appointment made in an exigency (an acting or interim appointment may not be changed to a permanent appointment without a search and is limited to one year, unless authorized by the Dean of the Faculty).
- Principle investigator or co-principal investigator on an approved research grant that specifically designates extramural salary support.
- Postdoctoral Fellowship appointment for less than two years.
- Unique qualifications and/or situations that make a search counterproductive.

All requests for an exemption of the standard faculty search process must be accompanied with a letter of justification, position description and candidate's CV/resume. Requests should be sent to the Dean of the Faculty, Vassar College, Box 4. Exemption periods will be extended only in exceptional circumstances.

## **X. Contingency Contracts**

Contracts at the Instructor rank provide for contingent promotion to Assistant Professor. If the Ph.D. degree requirements are satisfied by October 1 of the first year, the person shall be promoted to the rank of Assistant Professor, retroactive to July 1 of the first year, and will be issued a new contract for a total of three years. A salary adjustment may be made.

If the Ph.D. degree requirements are satisfied after October 1 of the first year and before October 1 of the second year, the person will be promoted to the rank of Assistant Professor effective July 1 of the second year. A salary adjustment may be made. A new contract will be issued, bringing the first contract to a total of three years. The person will be reviewed for extension of contract in the second year.

Failure to meet the October 1 date of the second year does not preclude a departmental or Dean's recommendation in exceptional cases for a final one-year contract at the Instructor rank with a new October 1 deadline for completion of the Ph.D. requirements. If these requirements are satisfied by October 1 of the third year, the individual will be promoted to Assistant Professor, retroactive to July 1 of the third year. Persons recommended for this third year must be reviewed for extension of contract (contingent upon completion of the Ph.D.) in the second year.

Note: The degree must be certified by letter to the department chair by an appropriate official of the granting institution. The chair should forward a copy of the letter to the Office of the Dean of the Faculty.

## XI. Reimbursement of Moving Expenses for New Appointees

Department chairs, after confirmation with the Office of the Dean of the Faculty, should make sure that an understanding about moving expenses is arrived at with all candidates recommended for appointment and that it is specified on the form for "Request for Appointment." Moving expenses are provided for tenure track appointments and visiting appointments of more than one year.

The College will contribute to moving expenses as follows:

up to 750 miles	=	\$1,500
751 to 2,000 miles	=	\$2,500
over 2,000 miles	=	\$4,000

Payments will be made on a reimbursement basis only. Receipted invoices covering the cost of moving household possessions, personal effects, books, and the candidate's travel expenses must be submitted to the Office of the Dean of the Faculty. Non-taxable expenses will be paid through Accounts Payable. Any reimbursement subject to taxes will be paid through Payroll and taxed accordingly. For reimbursement through Payroll, receipts received by the 10<sup>th</sup> of the month will be included in the next paycheck. Receipts received after the 10<sup>th</sup> of the month will be reimbursed in the following month's paycheck.

Arrangements with regard to any exceptional moving expenses should be settled at the time contracts are negotiated.

## **XII. Employment Procedures for Nonacademic Staff**

Recruitment and hiring of nonacademic staff is conducted through the Office of Human Resources. The following procedures are to be followed.

### **A. VACANCY IN THE DEPARTMENT**

1. The hiring supervisor consults with the senior officer to whom he/she reports to review the need for the vacancy to be filled, or the creation of a new position, in the context of the continuing work requirements of the department and opportunities for improvement or greater efficiency. The senior officer and the affected supervisor then consult with Associate Vice President of Human Resources and the Assistant Vice President for Budget & Planning. They will then make recommendations to a committee of senior officers appointed by the President who provide final approval.
2. If it is determined that the current vacancy does need to be filled, the hiring supervisor prepares a job description with consultation with the Assistant Director of Employment, including the following essential information:
  - Suggested position title.
  - Type of position (regular or temporary, full-time, part-time, academic year).
  - Specific job duties.
  - Skills, credentials, and experience required.

After the position has been approved for replacement, the hiring supervisor works with HR and EO/AA Office on the remaining process.

3. The hiring supervisor prepares the position for review and posting using Vassar's new online employment system, located at <https://employment.vassar.edu/hr>. First time users should contact the Office of Human Resources for log-in instructions.
4. The hiring supervisor must meet with HR and with the EO/AA Officer to discuss the skills and requirements of the position as well as recruitment strategies. HR will review the job description and the job advertisement to ensure that all College and legal requirements are met and that the advertising costs are appropriate.
5. Working with his/her Senior Officer, the hiring supervisor creates a search committee when appropriate, the size of which can vary, to assist in the hiring process. The composition of the search committee provides an opportunity to renew and re-affirm the College's commitment to diversity and inclusion. Students or bargaining unit employees may also be invited to provide their impressions to the search committee, although they should not be official committee members. The search committee is responsible for making the final hiring recommendation.

### **B. POSTING/ADVERTISING THE POSITION**

1. HR will post vacancies internally on the College's web site and on the various bulletin boards. Positions covered by collective bargaining agreements must be posted internally for five working days before external recruiting can be initiated. Generally, Administrator and non-union positions are simultaneously advertised externally and internally.
2. HR will advertise positions to assist in ensuring that the applicant pool is diverse and qualified. *Affirmative Action and Equal Opportunity Recruitment Resource Guide* is a helpful resource for search committees and hiring supervisors to reference in their search for minority and women candidates. Search committees and hiring supervisors are also encouraged to suggest publications or websites which can be used for job advertisements.

### C. SCREENING/INTERVIEWING CANDIDATES

1. Consistency in the screening of all applications is essential. Selection of candidates to be interviewed must be based on the nature of the position and qualifications of applicants. Vassar employees with excellent work performance who meet the qualifications of the open positions should be reviewed for available opportunities.
2. All those involved in the hiring process should be familiar with the *Summary Guidelines on Interviewing* which can help prevent allegations of discrimination as a result of an interview question.
3. The hiring supervisor is responsible for scheduling interviews and providing each candidate to be interviewed with a copy of *Vassar's Statement of and Commitment to Diversity*. All applicants who are interviewed on campus must complete the *Vassar College Employment Application*.
4. The hiring supervisor may consider the use of telephone interviews to:
  - Clarify information provided on the application or résumé.
  - Discuss a candidate's interest in the position and salary expectations. This is helpful when there is a large discrepancy between the candidate's salary expectations and the anticipated salary of the position at the College.
  - Gather additional information about a candidate before travel expenses are incurred.
5. Should the hiring supervisor receive applications outside of the online employment application process, candidates should be contacted and encouraged to apply on-line by visiting <https://employment.vassar.edu/> . The online application process will facilitate applicant communications, applicant record keeping, and allows candidates the opportunity to voluntarily and anonymously self-identify their ethnicity and gender eliminating the need for manual record keeping.
6. HR may reimburse recruitment expenses for job candidates in accordance with the *Recruitment Expense Reimbursement Policy*.

### D. OFFERING THE POSITION

After the preferred candidate has been identified:

1. The hiring supervisor contacts the professional references provided by the candidate before offering the position.
2. HR, the hiring supervisor, and the senior officer collaborate to determine the starting salary. Consideration will be given to the competitive salary information available, the candidate's job experience and the salary budget for the position. (Hourly rates for positions covered by a collective bargaining agreement are determined by union contracts.)
3. HR will prepare the formal Vassar offer letter, in consultation with the hiring supervisor for administrator and staff positions. The letter will confirm salary information, the confirmed (or tentative) start date, benefits information and, if appropriate, relocation reimbursement information. Hiring supervisors should contact HR to review the process for offering a candidate a union position.
4. The hiring supervisor may choose to contact all interviewed candidates who were not selected, to notify them that the position was filled and to thank them for their interest in Vassar. Applicants who applied on-line but were not selected will receive e-mail notification when the position has been filled.

## **E. CONCLUDING THE SEARCH**

All personnel actions at Vassar College are governed by the following general policies:

1. If the preferred candidate(s) does not accept the job offer or if no candidate meets the hiring expectations of the search committee or the hiring supervisor, the position must be reposted and/or re-advertised.
2. If the candidate accepts the job offer, the hiring supervisor submits a completed status change form to HR.
3. The hiring supervisor contacts HR to schedule a time for the new employee to complete HR forms on the first day of his/her employment at Vassar and to schedule a time for new hire orientation.

### **XIII. Academic Intern Program & Student Employment**

#### **A. ACADEMIC INTERN PROGRAM**

The Academic Intern Program enables academic departments to nominate exceptional undergraduates to serve as junior colleagues in the work of the department or program. Departments and programs make their nominations to the Dean of Studies, who will review each nominee's academic and other qualifications prior to making the appointment. Students may not begin their internship prior to the formal notification of appointment by the Dean of Studies to the intern and their department or program. Once the appointment has been made, interns will be paid biweekly by the Student Employment Office, who will monitor the hours worked by each intern. While a student's financial aid eligibility is not a necessary component to his/her appointment as an Academic Intern, in order to support the mission of both Financial Aid and Student Employment, in addition to the criteria used in the Academic Intern selection process, it is requested that priority is given to students with a work study award. All students must not exceed their employment allocation.

It is recommended that interns be given responsibilities as peer tutors. Department chairs and program directors should ensure that interns understand this part of their appointment and that faculty and students in the department or program are also knowledgeable about these responsibilities.

The hourly rate for each intern is currently \$9.00 an hour. The Dean of Studies sets the weekly hourly limit when making the appointment. The expected workload for student interns is 9 hours per week for sophomores; juniors and seniors may work 10 hours per week. If it is anticipated that the intern will be working only 4 -5 hours per week, the request should be for a half-time position. The maximum hours to be worked each semester are 130 hours for full time (on average 10 hours per week for 13 weeks) and 65 hours for part time (on average 5 hours per week for 13 weeks).

Interns are only paid for hours they actually work so their total earnings will vary. An intern working ten hours per week for thirteen weeks each semester will earn approximately \$2,340.

#### **B. STUDENT EMPLOYMENT**

Student jobs within academic departments and programs fall into three broad categories: Research Assistants, Office Assistants, and Department Support Positions. The last category includes paper readers, lab assistants, and computer-language coaches, among many other jobs. A general job description is required for each position and is reviewed annually. Student employees are interviewed and hired by departments through JobX; are paid bi-weekly according to the hours they have worked; and are subject to periodic review and evaluation by their faculty employers. Student employees may work on average a maximum of eight to ten hours per week based upon their class year: freshman eight hours, sophomores nine hours, and juniors and seniors ten hours.

Students who receive work study as part of their financial aid package should be given priority in hiring. Job registration begins late summer and is only available to students who qualify for work study. This work study registration requirement continues through the first month of each semester, in order to help to ensure all work study students are able to obtain a position.

##### **1. Research Assistants**

Research assistants aid faculty members both in their ongoing research projects and in substantive academic tasks associated with course work. They are particularly expected to do library and bibliographic research. They are not expected to do office work, and assessment of the quality as well as the quantity of their work is a continuing responsibility of the faculty member to whom they are assigned. Faculty members should ensure that the work of their research assistants is genuinely contributing to the goals they have established and the students have worked the hours

they claim to have. The Director of Student Employment is available to work with faculty members who have problems with research assistants and to relocate them if it seems appropriate.

Each full-time tenured or tenure-track member of the faculty may request one student research assistant through the chair of the academic department in which they are appointed. Additionally, full-time visiting professors and half-time or more adjunct faculty on multi-year contracts may be eligible for a Research Assistant. Vassar Faculty on sabbatical may also request a Research Assistant through the Office of the Dean of the Faculty.

## **2. Office Assistants**

Office Assistants are expected to supplement the operations of the departmental or program office. Generally, they are not expected to work at as high a level of independence as research assistants.

## **3. Department Support Positions**

Department Support Positions cover a variety of areas on campus and will generally be maintained at existing levels, based on actual usage of student help as determined by the Student Employment. Some of the positions developed in the expansion of the student employment program have been redefined as Program Interns or Technical Assistants in this category of student employment. Departments and student organizations may also hire students into temporary on-campus positions that fall into this category. Temporary positions typically hired on an as need basis, and are funded by either the department or a grant. Pay rates vary based on the type of job and skills required to perform the job.

## **C. TERMS OF EMPLOYMENT**

Students working in all categories are considered employees of Vassar College and are required to complete various federal documents before beginning employment. Specifically, they must complete the W-4 and I-9 forms. The department must not allow the student to work until he/she has completed the required forms. It is against the law to allow a student to begin work prior to completing the I-9 form. In addition, Student Employment monitors the completion of forms and will contact the department if a student is not eligible to begin work.

All of the student positions noted above are only active during the time the College is officially in session, therefore, students may not work in an academic department during periods of non-enrollment (breaks) unless the department can fund the position. A department request with funding information is required to hire a student over break periods and can be completed through JobX. Contact Student Employment or visit their website for details.

Please consult Student Employment for the most comprehensive details on student employment policy and procedures. You may contact Student Employment, part of the Student Financial Services Office, by phone at x5286, or by e-mail at [stuemp@vassar.edu](mailto:stuemp@vassar.edu). Extensive information is also available on the Student Employment website at: <https://vassar.studentemployment.ngwebsolutions.com/>

## **XIV. Procedures for Review of Faculty Salaries & Post Tenure Review**

Consideration in all salary reviews must be made on the basis of the established criteria and in line with the Affirmative Action Policy (Sec. VI).

### **A. REVIEW**

Non-tenured members of the faculty shall be reviewed in conjunction with reviews affecting their contracts, i.e., extension, reappointment and tenure. Tenured members shall be reviewed at three-year intervals. Newly tenured members and newly promoted full professors shall receive a three-year salary review at the time of the tenure decision and promotion decisions.

(Adopted by the faculty on March 5, 1997.)

### **B. RECOMMENDATIONS**

1. A recommendation shall be made by the department in which the faculty member holds appointment. In the case of joint appointments, the program shall make a separate recommendation.
2. When faculty so request, they shall receive recommendations from other departments and from multidisciplinary programs in which they have participated during the period of service under review (but not from the Independent, Interdepartmental, or the College Course programs). The request shall be made in writing to the department chair or program director, with a copy to the Dean of the Faculty.
3. All members of the department or program who participated in making the recommendation shall be afforded the opportunity to sign the written recommendation. (Henceforth, all instructions to departments pertain to programs as well.)
4. The recommendation shall be an evaluation written by the chair for each member of the department of lower rank than the chair, after consultation with members of the department of higher rank than those under review.
5. If the chair is an associate professor, faculty of the same rank undergoing post-tenure review shall be evaluated by the full professors in the department, one of them – ordinarily the most senior – acting as chair. If there are no full professors, associate professors may request either evaluation by the chair or no departmental evaluation.
6. Full professors undergoing post-tenure review may request an evaluation by other full professors in the department. If the departmental chair is not a full professor, ordinarily the senior full professor shall act as chair.
7. The recommendation shall be an evaluation of performance and service; it shall not call for a specific salary increase. The merit categories the department shall use are [no merit](#), [merit](#), [high merit and distinction](#).
8. Copies of the departmental recommendation shall be given to faculty members and placed in their department and Office of the Dean of the Faculty files.

### **C. REVIEW PROCEDURE**

1. Confidentiality shall be maintained by all participants in the review concerning individual salaries and all other information.

2. The evaluation of scholarship shall ordinarily be limited to works whose dates of publication or presentation lie within the review period.
3. Above the departmental level, reviews shall be conducted by the President, the Dean of the Faculty and the three full professors on FASC (the latter shall not take part in any way in reviews of members of their own departments, participating instead in the reviews conducted by their departments). The full professors on FASC shall be reviewed by the President and the Dean only, not by other full professors on FASC.
4. Reviews shall be conducted by the Dean of the Faculty and the full professors on FASC. The decisions of this committee shall be reviewed by the President.
5. For nontenured faculty, reviews shall result in the assignment of a merit category used to establish in part the salary until the next contract review; for tenured faculty, salary for the next three years. The merit category and salary figure shall be communicated to the faculty in writing. A copy of the salary letter, including the merit category but without the salary figure shall be sent to the department chair who shall place it in the faculty member's file.  
(Amended by the faculty on March 5, 1997).

Summary of the effect of the above new legislation:

Assistant professor would get

<b>In the Spring of year:</b>	<b>a letter from department with:</b>	<b>the effect on salary would be:</b>
1	performance evaluation (no merit recommendation)	standard increase for all 1 <sup>st</sup> term assistant professors
2	recommendation on extension & merit	merit recommendation used by Salary Committee to set merit rating for years 3 & 4
3	performance evaluation (no merit recommendation)	
4	recommendation on reappointment & merit	merit recommendation used by Salary Committee to set merit rating for years 5, 6 & 7
5	performance evaluation (no merit recommendation)	
6	performance evaluation (no merit recommendation)	
7	recommendation on tenure & merit	merit recommendation used by Salary Committee to set merit rating for 1 <sup>st</sup> three of post-tenure review cycle

6. For tenured faculty undergoing post-tenure review, in addition to the salary letter, the Dean of the Faculty shall communicate in writing the results of the review; an assessment of the faculty member's performance in the realms of teaching, scholarship, professional and artistic activity and service. The letter may also include offers of institutional support for the development of skills in teaching, scholarship and creative endeavor. Support may be offered in such formats as grants, adjustments in teaching responsibilities and assistance in applying for funding within or outside of the College. The letter will also suggest a personal meeting between the Dean and the faculty member. The letter shall not be sent to the department, but it shall become a part of the faculty member's dossier for future reviews by FASC, the Dean of the Faculty and the President.  
(Amended by the faculty on December 14, 1994, February 15, 1995 and April 14, 2004.)

## XV. Using the Departmental Operating Budget, Grant/Gift/Endowed Funds

Department chairs and program directors are responsible for department and program budgets, as well as the use of gifts and endowments whose restrictions put them under the control of the department or program. ). **Beginning in 2012/13**, the College has adopted certain changes in the coding of restricted funds.

- Department “orgs” (the five digit code for the “organization” that identifies the department or program) remain the same across all funds identified with the department.
- The department’s **operating budget** is funded by the College’s general revenues, is used for most ordinary operating expenses and has the fund code of 1100.
- Special **endowment, grant, or gift funds** will have unique **fund codes** that precede the org code when you are entering the proper code in Banner or on forms.
- All spending will take place (whether restricted or unrestricted by the source of funding) using the same set of proper **account codes** to reflect the type of expenditure. Many previously used account codes have been discontinued to enable better reporting of expenditures for audit, government reporting, and internal control purposes.

Problems may be encountered in 2012/13 as the College adopts the new chart of accounts, and the financial staff in Accounting Services and the Budget Office request your patience and assistance as we make this important transition. Questions concerning the change in the “chart of accounts” should be referred to any of the following staff members, who will be happy to help you: Controller Don Barton (ext 5891), Associate Controller Angie Zalaznick (ext 5886), Senior Accountant Dana Nalbandian (ext 5710), and Senior Budget Analyst Pam Bunce (ext 5463).

### **Basic Information**

**General Questions:** Accounting Services (<http://accounting.vassar.edu/>) and the Purchasing Office (<http://purchasing.vassar.edu/>) each have web sites; please refer to them for assistance, including staff directories, FAQ’s and other helpful information. General information requests can be placed to Accounting Specialist Orycia Wilson in Accounting Services, extension 5890, and your call will be transferred to the proper staff member.

**Banner On-Line** is the recommended method for viewing your department’s budget and checking transactions. Your departmental assistant should have experience with this system or received additional training in the last twelve months to become familiar with the changes in the chart of accounts. If you or your departmental assistant requires additional assistance, please contact Accounting Services ([accountingservices@vassar.edu](mailto:accountingservices@vassar.edu) or ext 5890) to schedule a training session in your department.

### ***Other helpful contacts:***

If your budget is inadequate: please contact Eve Dunbar, Associate Dean of the Faculty, first to discuss any problems in the size of the budget. Final decisions on budget levels within departments are made by the office of the Dean of the Faculty.

If you need to *transfer an approved amount in your budget to another line* in your budget: please contact Senior Budget Analyst Pam Bunce with questions or request a form from Accounting Services. If you are clear on the procedure, the form is available on line at the Accounting Services website <http://accounting.vassar.edu/>.

If a *charge against your department budget is incorrect* or you need to *verify the restriction and proper use of Restricted Funds*: please contact Accounting Services at ext 5890 for assistance.

### ***Fiscal year:***

The College’s fiscal year follows the academic year and runs from July 1 through June 30. New budgets should be loaded for unrestricted funds for the start of the fiscal year. Restricted fund budgets are generally loaded and available in mid-August of each year.

Goods and services are charged against a budget by purchase order, a Purchasing Card (P-card) or Corporate Card (C-Card) transaction, or through a work order request if the item involves a service provided by another department (e.g., B&G Services, Media Services). Additionally, direct payment requests (also known at Vassar as “DP” or “Long Forms”) may be utilized on a limited basis when a payee will not accept a purchase order or a credit card payment. No orders or requests can be processed without complete information, including the full budget number to be charged and the appropriate authorization.

As the end of the fiscal year approaches, the Controller will issue a memorandum to the entire campus with specific instructions and deadlines regarding closing of budgets. This memorandum is generally distributed in early May and specifies that purchases to be charged to the current year must be identified and prepared by May 31. If a department or program needs to make purchases after May 31, a request for an extension should be submitted to the Purchasing Office

## **XVI. Departmental & Program Review**

The Faculty Policy and Conference Committee proposes an institutional program of the regular and scheduled review of all academic departments and programs. Its purpose shall be the strengthening of departments and programs in the context of the mission of Vassar as a liberal arts college. The overall form of the review will include an internal self-study, an external review by a visiting committee and an integration of these two reviews in a statement of proposed departmental development. Both the internal self-study and the external review shall focus on the intellectual vitality of the department or program as it manifests itself in teaching, scholarly or artistic activity and contribution to the academic life of the College as a whole. The procedures set forth below shall apply to both departments of instruction and multidisciplinary programs, with the understanding that the special nature of individual multidisciplinary programs may require some adjustment in the manner of review, but not its overall purpose. The scheduling and execution of the review program shall be the responsibility of the Dean of the Faculty.

### **Phase 1: Internal Self-Study (2-4 months)**

The primary purpose of this phase is to enable the department or program to undertake the project of self-evaluation and review. The materials gathered and the analyses by the department will be forwarded to the Outside Visiting Committee in the next phase. Such materials would include, but need not be limited to:

1. A set of data on departmental offerings and student enrollments, together with a brief departmental analysis of the meaning of these data for the past and the future.

Departments will examine course offerings for the past three years, in conjunction with associated information on enrollments and relative proportions of majors/nonmajors, males/females and under/upperclassmen served. Field work, varieties of independent work and senior essays shall also be included here. The Office of the Registrar can provide annual statistics by department and course. In addition, departments will provide information on courses included in the major and the total number of majors in each of the past three years; courses which serve interdepartmental or multidisciplinary concentrations or which are primarily intended for nonmajors should also be identified here. It would also be appropriate for departments to consider here questions of the adequacy of physical resources (e.g. space, equipment, audio-visual or computer capabilities) for the department to meet its teaching obligations particularly as they bear on curricular modifications which might allow for more appropriate use of teaching staff.

2. A profile of the department by field within the discipline and by rank, together with information on teaching and advising loads for the past three years.

Each member of the department will be identified only by rank and by field within the discipline; information on teaching and advising loads (premajor, major, multidisciplinary and independent program) for the previous three years will be provided for each person. Supervision of field work, independent work and senior essays should also be included here, as should regular involvement in departmentally based extracurricular activities for students (e.g. language tables, noncredit colloquia for students, etc.). This information may not be compiled for the purpose of faculty review.

Three sorts of questions may be addressed through these data: 1) the adequacy of the department's representation of the discipline, 2) the appropriateness of the distribution of the teaching and advising function by rank and field and 3) the relationship between teaching assignments and scholarly interests. Finally, departments should include here a summary of the department by rank, and within the untenured ranks, by tenure-track and non-tenure-track appointments. Retirements anticipated within the next seven years may also be noted.

3. A personal statement from each faculty member concerning the direction and progress of his/her own teaching, scholarship or artistic activity, and service to the College or larger community, and the department's direction as they relate to the larger aims of the institution.

A faculty member may choose to provide a current curriculum vita in place of such a statement or may choose to submit both.

4. An analysis of the ways in which the courses and the major, both in content and manner of teaching, contribute to the academic purposes of [Vassar College](#). Representative syllabuses from courses at all levels and in all fields of the discipline should be provided here.

Departments and programs may be asked to respond to a set of questions developed by the Committee on Curricular Policies concerning the degree to which and the manner in which its courses and its major contribute to the academic purposes of [Vassar College](#) as a liberal arts institution. Attention needs to be paid here to the range of curricular offerings as well as to how courses are taught and with what objectives in mind. A summary should also be provided of the involvement of departmental personnel in the intellectual life of the College outside the department, as in multidisciplinary program teaching, interdepartmental colloquia, etc. Copies of this document only shall be made available to the Committee on Curricular Policies.

5. Questions on issues to be addressed by the department and the outside committee solicited from members of related departments or multidisciplinary programs.

While it may be appropriate for faculty members outside the department to comment on aspects of departmental functioning which intersect with their own concerns, it seems important to protect the openness of departmental review through a pre-selection of the issues to be considered. Thus, the department and the Dean of the Faculty will invite faculty members from related departments and multidisciplinary programs to submit to the Dean of the Faculty issues or questions to be considered by the department and the outside committee. The Dean will forward selected issues to both the department and the outside committee. After notice to the department of the individuals involved, the Dean may invite selected non-departmental faculty to meet with the outside committee.

6. Issues that the department sees as particularly appropriate for an outside committee to examine during its visit.

Such issues might include questions about departmental governance, distribution of resources/courses across the discipline, staffing changes, varieties of potential faculty development, institutional support for faculty scholarship, etc. Where appropriate, the department shall solicit from the Majors Committee issues or questions that seem important to them. Such questions shall be considered by the department as it formulates its own questions. These documents shall be forwarded to the Dean of the Faculty and the President; the Dean will transmit them to the outside committee. The Dean and President may bring questions or issues of their own to the outside committee.

#### **Phase II: External Review & Achievement of Internal Consensus (2-4 months)**

The goal of this phase of departmental review is to develop, with the help of an outside visiting committee, an internal consensus as to the strengths and weaknesses of departmental activities and paths for change.

The team of visitors will ordinarily consist of three persons, chosen by the Dean of the Faculty and the department in a fashion similar to that used for outside review of professional work. Ordinarily, members of the team will be college or university faculty in the discipline, and ideally, will have experience of a liberal arts college similar in size and mission to Vassar. In cases where a committee is enlarged, an appropriate nonacademic person may be asked to serve on the visiting committee. Members of the committee shall receive a modest stipend and their travel and housing expenses shall be paid by the College.

The schedule for departmental and program reviews will be set by the Dean of the Faculty in consultation with departments; care will be taken in the timing of a particular departmental review so that it best meets the needs of the department or program. While the calendar for the full first cycle will be set by the Dean, a department or program may request a change in the schedule should unforeseen circumstances so dictate. Five departments and one program will ordinarily be reviewed each year; thus each full cycle of reviews will take 6-7 years to complete. The estimated costs of six visiting committees are in the range of \$12,000-15,000 per year.

The visiting committee, which acts as consultant to the department and the college, shall ordinarily visit the campus for a two-to-three day period. Four weeks prior to its arrival, the committee will receive the materials developed by the department (see below), as well as background material on the department and the College provided by the department chair and the Dean of the Faculty. Should the President and Dean have questions that they particularly wish to see addressed by the outside committee, they shall be included with these materials.

Ordinarily, the visiting committee will meet with the President and with the department as a whole at some time during its visit; it will also meet with the Dean of the Faculty, with students selected by the Majors Committee and with every member of the department in individual sessions. (The department chair in consultation with the Dean shall prepare the schedule of interviews prior to the arrival of the committee.) The committee may also meet with selected members of the faculty from related departments or from multidisciplinary programs (see Phase I). The visiting committee shall send a written report to the Dean as soon as possible after their visit.

(Adopted by the Faculty on April 1987.)

**Materials to be provided to visiting committee:**

Below we have provided a list of the documents to be provided by the department and the Dean to the visiting committee. Where appropriate, we have included an approximate length for documents in order to give an indication of the level of analysis expected.

A. Department to provide:

1. Data on courses and students  
Analysis of the meaning of those data (2-4 pages)
2. Profile of the department  
Commentary on those data (1-2 pages)
3. Personal statements (+CV's) from department members
4. Response to CCP questions (3-5 pages) plus representative syllabuses
5. Summary statements listing any issues the department would like to see addressed.

B. Dean to provide

1. Questions/issues raised by nondepartmental faculty
2. Questions/issues from the Dean and President.

## **XVII. Departmental Personnel Files**

Departmental personnel files shall be kept in the department under the custody of the department chair. Their contents are confidential, and any examination of them shall be strictly confined to what is specifically needed in the performance of official duties. It is the responsibility of the chair to insure that examination of any material in these files, by the chair or any other member of the department, is solely on a need-to-know basis, in accordance with the provisions of the *Governance* and the *Faculty Handbook*. Under no circumstances does a faculty member have rightful access to their own departmental personnel file.

## **XVIII. The Learning, Teaching, and Research Center**

### **THE LEARNING, TEACHING, AND RESEARCH CENTER**

The Learning, Teaching, and Research Center (LTRC), located in room 112 of the Library (ext. 5306), has as its mission to help students realize their academic potential and achieve their educational goals. Part of this mission includes supporting faculty in ways that enhance student achievement. The LTRC houses the Writing Center, the Quantitative Reasoning Center (Q-Center), and the Academic Support and Learning Resource Specialist. The Faculty Director of Teaching Development and the Faculty Director of Research Development (see below) are affiliated with the Center and work closely with Center staff on programming related to faculty development.

The Writing Center is staffed by peer consultants who are trained to work with students on a wide range of written work from research papers to critical essays, lab reports, or creative pieces, and at every stage of the writing process from rough draft to final revision. Faculty teaching writing-intensive courses can request a designated peer consultant to work specifically with their students throughout a semester. Also, the Writing Center Director can meet with faculty about the design of writing assignments.

The Q-Center provides student-to-student support in math and the sciences, especially for students at the introductory level. The Q-Center's Supplemental Instruction (SI) program offers weekly peer-facilitated study sessions for specific courses in math, chemistry, and physics. The director of the Q-center also works with students to meet their needs across quantitative fields.

The Academic Support and Learning Resource (ASLR) Specialist offers guidance in developing study skills such as reading, note taking, and time management, and is available to speak with faculty on time management issues that pertain to the balance of work and life.

The LTRC, in collaboration with the Dean of the Faculty Office and the Faculty Directors of Teaching and Research Development, designs, leads, and contributes to faculty development seminars informed by its work with students, including Pedagogy In Action (PIA) workshops. The LTRC also works closely with the Office of Accessibility and Educational Opportunity, research librarians, and Academic Computing Consultants on programming for students.

LTRC staff members are available for individual consultation regarding faculty teaching development, syllabus writing, and assignment design. Please call one of the staff members directly to set up a consultation:

Writing Center: Matthew Schultz (ext. 7683)

Quantitative Reasoning Center: TBD (ext. 5789)

Academic Support and Learning Resource Specialist: Karen Getter (ext. 7685)

For further information regarding the LTRC and its services, please visit the LTRC's website at [ltrc.vassar.edu](http://ltrc.vassar.edu).

### **FACULTY DEVELOPMENT**

One of the primary responsibilities of the Dean of the Faculty Office is to provide a fertile environment in which members of the faculty can develop their full potential as teachers, scholars, artists, and campus citizens. Key to this effort are the faculty directors of teaching and research development, who work in close collaboration with the LTRC and the associate dean of the faculty. The faculty directors offer collaborative workshops to assist faculty members in identifying creative ways to integrate teaching and research and sponsor faculty conversations concerning aspects of these endeavors. Assistance and advice provided by the directors during consultations are confidential and are kept separate from College evaluation processes.

### **TEACHING DEVELOPMENT**

The Faculty Director of Teaching Development offers a wide range of support for faculty members. The

Early-Career Faculty Teaching Seminar – required of first-year tenure-line faculty – sponsors discussions designed to help new faculty make the transition to Vassar’s teaching and learning culture. In collaboration with LTRC staff, the director holds additional discussions and workshops for faculty throughout the year on such topics as teaching a first-year writing seminar, using technology in the classroom, grading effectively, creating a teaching portfolio, and valuing diversity in the classroom. For more information, contact the Faculty Director of Teaching Development, (Prof. Peter Antelyes, ext. 5638).

### **RESEARCH DEVELOPMENT**

The Faculty Director of Research Development offers support for all stages of a research project, including formulating the project, identifying funding sources, applying for grants, and publishing. Much of the time, these services take the form of consultations between the director and individual scholars. Occasionally, in addition, the director brings together groups of faculty with related research interests or at similar career stages to discuss issues of mutual concern or for peer-to-peer mentoring and advice. Together with the Committee on Research, the Grants Office, and the Director of the LTRC, the Faculty Director of Research Development facilitates the research activities of faculty at all stages in their careers. For more information, contact the Faculty Director of Research Development (Prof. Chris White, ext. 7836).

## **XIX. Guidelines for Faculty Teaching Load**

The Chair of the Department makes course assignments in consultation with members of the department. The official college-wide course load is the equivalent of six units of instruction per year, comprised of five standard courses and a “sixth course” involving supervision of theses, independent work, Field Work, program participation, and departmental and College committee service and leadership. Team-taught courses and departmental courses with multiple conference sections are part of the standard load in proportion to the degree and mode of an individual’s involvement in the instruction. Lecture-lab courses in the natural sciences and performance courses in the arts are weighed in proportion to the total work required compared to a standard lecture or discussion course.

- A. In exceptional circumstances, a less-than-standard teaching load may be proposed by the chair for consideration by the Dean of the Faculty. The Dean’s approval is contingent on an extraordinary rationale based on an unusual and especially burdensome workload or exceptional work responsibilities during the period in question. Ordinarily, the reduction shall not be more than one course (one unit) per year.
  
- B. Allowances in load shall be made for some chairs and directors based on a balanced consideration of the number of tenure-line faculty, the size of the department’s or program’s curriculum, the average number of majors in a graduating class, and complex facilities or staffing situations (e.g., numerous support staff and/or non-tenure-track faculty.) The current teaching load allowances are available from the Dean of the Faculty.

Departures from these teaching load guidelines must be discussed with and agreed to by the Dean of the Faculty.

## XX. Guidelines for Scheduling & Planning Lectures & Public Events

Lectures and other special events are scheduled through the Office of Campus Activities. To avoid conflicts with other College lectures and events, events should be scheduled as early as possible and care should be taken to spread events evenly throughout the year. Special equipment arrangements, such as microphones or film projectors, are made through Media Resources, a division of Computing and Information Services. Assistance in funding lectures and other public events should be requested from the office of the Dean of the Faculty.

**Scheduling** — Scheduling conflicts can be avoided by checking the Vassar College Calendar before committing to an event. Access to the Calendar is on the Vassar homepage at <http://www.vassar.edu>. Click on “Calendar.” Any and all lectures scheduled are entered on to the calendar at the time of the room reservation. Contact by email Cathy Jennings at **cajennings**, or **x5373** to reserve a room for your lecture, or use the on-line room scheduling system. Lectures and similar events are typically scheduled at 5:00 or 5:30pm; 6pm; or 7:00pm. Complete details about campus events scheduling procedures and suggestions on conflict resolutions are provided by the *Programming Resource Guide* available from the Office of Campus Activities.

**Publicity**- is the one of the most important steps in programming, because it advertises your event and spurs interests and improves attendance. You can publicize your event in many ways:

The Office of Communications, which writes or approves all press releases, is available to help with the publicity of campus activities and events. Please contact the Office 5-6 weeks in advance for local publicity of your event, and 8-12 weeks in advance for national publicity. Located on the second floor of Main Building, Box 9, x7404 or x7690.

For your event to be considered for inclusion in Vassar Events, please make sure that it is submitted to Cathy Jennings in Campus Activities for listing in the online campus calendar on the Infosite. Consult deadlines for newspapers and radio stations and plan accordingly. All advertisements off campus should be reviewed by the Office of Communications.

**Funding** — The Office of the Dean of the Faculty has funding available for special events and lectures and to supplement departmental budgets when necessary (see request form on next page). The office should be consulted as early as possible and well in advance of any invitation or commitment of sponsorship. To preserve equity among departments and programs as well as among invited speakers, please adhere to the following guidelines for honoraria unless you believe there are compelling reasons not to do so:

Top people in the field	\$1,000 - \$1,500
Well established scholars	\$700 – \$900
Scholars early in their careers	\$300 - \$500

**Other Support** — Catering for special events, dinners or receptions is provided by the Catering Office of the College Dining Center, x5833. The Retreat also provides food service. Call x7170. Special events may also be catered through the Alumnae House, x7154.

Media Resources provides multi-media equipment for lectures and special events. There are on-line forms to be completed to order equipment for events and lectures as well as classroom setups. The forms are located on the CIS webpage.

## XXI. Guidelines for Lecture Funds

The over-arching purpose of Dean-sponsored lectures is to promote a lively campus culture of intellectual and creative exchange featuring events of outstanding interest that are appealing and accessible to a wide spectrum of the Vassar community. Highest priority for funding will go to events most in accord with this purpose.

Guidelines:

- The Dean's office will not ordinarily support more than one event in a single day or two events in a single week or twelve events per semester.
- Considerations weighing in favor of a proposal:
  - eminence and excellence of proposed speaker
  - multiple confirmed co-sponsors and broad appeal
  - opportunities for speaker to interact informally with students and faculty outside the immediate context of the lecture
  - timely submission of proposal by **Wednesday, May 30** (Fall) or **Thursday, November 15** (winter/spring)  
*Four slots will be reserved for proposals received after the priority deadlines. Proposals received after the priority deadline will receive a response by September 12<sup>th</sup> for fall and January 31<sup>st</sup> for winter/spring. Proposals submitted less than three weeks in advance of the event are ineligible for DoF office funding.*
  - balance and equity  
*Lectures funded, as a whole, should cover a wide range of disciplines and topics. Departments or programs with endowed lecture funds should draw on those funds before seeking additional funding from the DoF office.*
- Funding and scheduling:
  - Honoraria ordinarily range from \$100 to \$1,500. Requests for honoraria of \$1,500 or more should include substantial evidence of the prominence, broad appeal, and effectiveness of the proposed speaker.  
Suggested honoraria:

▪ Top person in field	\$1,500
▪ Well-established scholar	\$800
▪ Early in career and nearby	\$100
▪ Graduate student	ineligible for funding.
  - Transportation expenses should include round-trip airfare, tolls, and ground transportation at current rates (58.5 cents per mile for car).
  - Lodging should be at Alumnae/I House at current rates (\$99/night).
  - Hospitality may include modest meal expenses for the guest and selected members of the Vassar campus community. Gatherings should be small enough to allow everyone to interact informally with the guest. Suggested budget guidelines: \$10 per person for lunches, \$20 per person for dinners.
  - Lectures should ordinarily take place at 5:30 or 7:30 p.m. Monday through Friday at times with few or no conflicting or contiguous public events on the campus calendar. Lectures scheduled for regular class meeting times are ineligible for lecture funding, although faculty may contact the Dean's office for modest honoraria, travel, and hospitality amounts for classroom visitors.
- Proposals should address the considerations above and accompany the "Request for Lecture Funds" form available at <http://deanofthefaculty.vassar.edu/docs/lecturerequests.doc>. Email approval of funding from a member of the Dean of the Faculty staff is required before making commitments to speakers or arrangements for publicity.

**REQUEST FOR LECTURE FUNDS**

The Office of the Dean of the Faculty provides funds to support outside speakers on a per-event basis. Some department and program operating budgets have limited lecture funds, and several departments and programs have endowments for lectures. Secure funding authorization from the DOF office prior to making commitments counting on such funding. Email form and supporting materials to [deansoffice@vassar.edu](mailto:deansoffice@vassar.edu) or send paper copies to the Office of the Dean of the Faculty.

**Sponsoring Department or Program** \_\_\_\_\_ **Today's Date** \_\_\_\_\_

**Lecturer's Name** \_\_\_\_\_  
(please attach a c.v. or brief biography or send paper copy to Dean of the Faculty office)

**Title of Lecture/Event** \_\_\_\_\_  
(please attach a brief summary of the lecture and a statement of how the event conforms to the lecture guidelines)

**Lecture Date & Time** \_\_\_\_\_  
(check with Campus Activities and the College Calendar to be certain there are no conflicting events scheduled for this date and time.)

**Budget Information for the Lecture/Event**

Proposed honorarium (see suggestions below)	\$	_____
Top person in the field	\$1,500	
Well established scholar	\$800	
Early in career and nearby	\$100	
Transportation	\$	_____
Lodging	\$	_____
Hospitality	\$	_____
Other (advertising, clean up, fire marshall)	\$	_____
Total Cost	\$	_____

**Co-sponsors** (in addition to funders listed below) \_\_\_\_\_

Other funding for this event (e.g. department endowment/gift, co-sponsor)

SOURCE	AMOUNT
1. _____	\$ _____
2. _____	\$ _____
3. _____	\$ _____

Requested from the Dean of the Faculty office \$ \_\_\_\_\_

If you are not chair or director of your department or program, please ask your chair or director to indicate approval for the lecture and any department or program funding through an email to [deansoffice@vassar.edu](mailto:deansoffice@vassar.edu).

Department or Program Budget # (for use if Dean's office contributes) \_\_\_\_\_

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Approved \_\_\_\_\_ Date \_\_\_\_\_

## XXII. Guest Accommodations: Alumnae House

### ALUMNAE HOUSE GUEST ROOMS

Alumnae House, the Inn at Vassar College is administered by the Alumnae/i Association of Vassar College. There are 13 private guest rooms with bathrooms ensuite and 7 Crego Wing rooms with shared baths for overnight guests. For reservations call ext. 7100 or e-mail [alumnaehouse@vassar.edu](mailto:alumnaehouse@vassar.edu).

#### Guest Room Rates (Rates are subject to change.)

Private Room with Bath	VC Budget #	Rate	Privately Paid Rate
Single		\$110.00	\$140.00
Double		\$130.00	\$150.00
Triple +		\$150.00	\$160.00

Crego Wing—Small room with a single twin-size bed, shared bath on hall

Single	\$75.00	\$80.00
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Room rates include all taxes for the private rates and are tax-exempt if paid with a Vassar budget number.

\*\* Please note that breakfast is no longer included in the room rates.

All guest rooms include amenities, a hair dryer, an iron and ironing board, a television, Wi-Fi internet access, and elevator access. A guest kitchenette is fitted with a refrigerator, ice maker, and coffee maker. There is also a vending machine.

The Front Office is open Monday – Friday, 8:30 a.m. – 8:45 p.m. and on Saturday and Sundays from 9:00 a.m. to 12:30 p.m.

Check-in time is 3:00 p.m. Guests checking in after 8:45 p.m. on weeknights and on Saturday and Sundays are instructed to pick up their keys and Welcome Packets at the Campus Response Center in Main Building.

Guest Room reservations are not confirmed until a budget number or method of payment is provided. Please have this information available when making reservations.

#### PUBLIC SPACES/CATERED EVENTS

The Living Room, Dining Room, Library, Pub, and Terraces are available for meetings and catered events. To reserve these spaces or for information on site fees and catering, please contact the House Manager, Martha Barry, at ext. 7150 or e-mail at [mabarry@vassar.edu](mailto:mabarry@vassar.edu).

If you plan on serving alcohol at a catered event, the caterer needs to submit an application for a Temporary Liquor Permit to the state of New York 21 days prior to your event, so please plan accordingly.

## XXIII. Buildings & Grounds Services

### Mission and Organization

The mission of the Department of Buildings and Grounds Services, Facilities Planning and Construction is the maintenance and enhancement of the College's physical plant, in order to provide the proper environment for teaching, learning and residential life. To accomplish this goal, the Department cares for buildings, grounds, roads, walks and systems that serve the entire campus. We aim to coordinate our work closely with the educational programs and services supporting those programs, maintaining open channels of communication with senior officers, faculty, administrators, and staff.

B&G Services includes the following departments:

- Facilities Operations supervised by the Director of Facility Operations & Grounds
  - Custodial Services
  - Facilities Systems and Services
  - Building Trades
  - Energy Management
  - Service Response Center
  - Grounds Crew
  - B&G Greenhouse
  - Athletic Fields
  - Vassar Boathouse on the Hudson
- Planning and Construction/Renovation Management supervised by the Executive Director
  - Feasibility Studies
  - Architectural and Engineering Design Services
  - Project Management
  - Building and Systems Commissioning
- Faculty Housing and Special Projects
  - Renewal Program for Faculty Housing
  - Arboretum
  - Special Projects

<http://buildingsandgrounds.vassar.edu/organization.html>

### Policy Statement on Basic and Special Services

Buildings and Grounds receives an annual operating budget for certain basic services to operate and maintain the campus. The Department managers developed its operating budget using a zero basis, identifying funds sufficient to provide certain essential products and services (Basic Services and Cycle Maintenance), and identifying other services that are normally funded by another source (Special Services). Every effort has been made to incorporate recurring types of activity that are essential to the operation of the physical plant in the B&G budget. The services that are identified as Special Services have either been traditionally funded by departmental budgets at Vassar, where managers are encouraged to make decisions about the need for certain types of expenditures, or involve services that incur a charge in order to provide a financial incentive to avoid the labor and materials charge. The revised policy has been based on a careful review of facilities services at peer colleges and their practices with respect to charges for Special Services.

#### I. Basic Services – Never a Charge

- A. **Normal custodial services** for Vassar programs, including maintenance, pest control and refuse collection and recycling collection, disposal services.
- B. **Basic repairs and preventive maintenance to building structures and exteriors** including roofs, walls, floors, ceilings, windows, doors, locks and closure devices.
- C. **Repair and preventive maintenance of electrical-mechanical-plumbing systems**, including lighting, heating, ventilation, air conditioning, elevators, life safety, water supply and waste disposal.

- D. **Grounds maintenance** including lawns, walks, drives, parking lots and related outdoor facilities including lawn mowing, snow removal, ice control and removal of trash and debris from the grounds.
- E. **Basic utilities** including lighting, power, heating, air-conditioning when available, water, sewer and solid waste disposal.
- F. **Installation of new outlets, if necessary, in order to meet fire code**, to be scheduled through the Director of Environmental Health and Safety
- G. **Repair and maintenance of utility distribution-collection** systems, storm drains, and street lighting systems.
- H. **Locksmith services for lockout** during normal business hours.
- I. **Certain types of standard set-up, moving and delivery services**
  - 1) Furniture/equipment set-up for classrooms as part of the regular academic program, such as a podium
  - 2) Set-ups for small departmental events (such as 2 tables and 20 chairs) requested during normal working hours (7:30 AM – 3:30 PM).
  - 3) Delivery of items from Receiving and Stores during normal working hours (7:30 AM – 3:30 PM). Scheduling may be necessary to avoid overtime charges; coordination with Purchasing is a good idea if a large shipment of items is expected.
  - 4) Limited moving services on campus (i.e. moving a single file cabinet, desk or bookshelf) with at least five (5) working days notice. Note: B&G staff cannot pick-up or transport materials to off-campus locations. If you require this service, contact the Purchasing department for assistance in locating a service provider.

**When Moving Charges Are Necessary:**

A move involving the contents of an entire office or group of offices requires professional moving services and cannot be undertaken by the limited number of custodians available for moving minor pieces of office equipment. Department and offices with such requirements should contact the Purchasing Department to obtain a quote for the cost of such a move. Moves that are part of a renovation or major capital project should be planned as part of the project, with the cost of the move funded through the capital budget.

**Moving checklist for VC offices and departments**

6-8 weeks prior to your move:

- All academic departments, including the library, athletics, and art department/art gallery, contact Tom Porcello, at 7244 or [thporcello@vassar.edu](mailto:thporcello@vassar.edu) regarding your move.
- All other departments Contact: Purchasing ext 5841 or Project Manager 7270. We will arrange a walkthrough of your existing space and your new space with you/department, CIS, and the moving contractor. Draw up a floor plan of your new space to help decide where things will be moved to.
- Request packing materials from the moving contractor
- Make an inventory list of items that need to be moved

4-6 weeks prior your move:

- Packing materials you requested 6-8 weeks in advance will be delivered at least a month before your move.
- You should begin packing your own books, supplies, and materials from your desk; label each box with name of the person, building, floor and room number to where it is going to
- Contact purchasing 5841 to identify furniture or equipment that can be considered surplus. Purchasing will arrange for the items to be sold so that the College recovers as much value as possible. A department/office cannot, on its own, donate college property of any kind to an individual or another organization.
- Contact Telecommunications, [helpdesk@vassar.edu](mailto:helpdesk@vassar.edu) of your relocation for phones/fax

- Contact Post office, John Viola, [joviola@vassar.edu](mailto:joviola@vassar.edu) or 5457 to arrange mailbox transfers if necessary
- Contact CIS [helpdesk@vassar.edu](mailto:helpdesk@vassar.edu) regarding unplugging and reinstalling your computers
- Contact B&G to prepare the space before moving in, i.e cleaning or if there is anything else that may need to be done (there may be a charge if this move is not part of a capital project with a budget allocation for the move)

1-5 days prior your move:

- If your space has a refrigerator to be moved, empty and clean the refrigerator and defrost freezer. Finish all packing
- Email Human Resources at [humanresouces@vassar.edu](mailto:humanresouces@vassar.edu) , to update office relocation address, building, floor, room, new extension/post office box if necessary

Moving day:

- Go over any last minute changes with movers
- We recommend that YOU move anything that is “personal” or “valuable”, ie pictures of your family, a token, heirlooms, ANYTHING that you feel cannot be replaced.
- Have a point person to be on hand to answer any questions that may come up during the move.

The days after the move:

- Start to unpack
- Notify Purchasing/project manager if anything is missing or broken ASAP.

Source: Purchasing Department, July, 2011

## **II. Cycle Maintenance Program – Centrally Budgeted by B&G**

The College has initiated the “Cycle Maintenance Program” to renew or replace interior building finishes depending upon their usage and wear. Included in the program are regular repainting of all interior spaces, on a regular cycle, replacing carpeting and flooring, and replacing light bulbs. Department and office heads are encouraged to contact the Director of Facility Operations and Grounds regarding urgent needs for Cycle Maintenance in a particular building.

It should be noted that building renovation projects usually provide additional resources toward the renewal of interior finishes. B&G Services strives to coordinate resources of the Cycle Maintenance Program with other efforts to maintain and enhance the campus.

Priorities for use of the funding are determined based on an assessment of conditions, with priority given to high traffic/heavily worn areas. Cycle Maintenance activities are scheduled to avoid conflicts with programs on campus, as much as possible, with emphasis on Fall Break, Winter Recess, Spring Break, and opportunities in the summer.

## **III. Services Requiring Funding from Other Sources – Charges Necessary**

Certain types of B&G Services will require a charge for very specific reasons, often related to budget constraints, but also related to de-centralized management, incentives for careful use of facilities, and other non-financial reasons. *Estimates for requested work by B&G will be provided in advance.* Work will not commence until approval from the requesting department is granted.

- Renovations or other changes** to a building structure, windows, doors, or its mechanical or electrical system for a new program objective at the discretion of department or office. Normally such renovation costs associated with program goals are submitted as “Capital Requests” during the fall budget process, reviewed by the senior officer, and prioritized within the resources of the College. B&G does not control independent funding sources for major or minor renovation costs. Departments are expected to consider installation costs when estimating the cost of new

equipment to be funded by a grant, gift, endowed fund or operating budget controlled by the department.

**B. Keys and Lock Replacement/Installation**

Replacement of lost keys and re-keying functionally sound locks, as well as the purchase and installation of new security systems, normally result in a charge to the department. Fixed charges for locksmith services are as follows:

Cut 1-3 of the same key	\$15.00
Lock change	\$75.00
Pad Lock installation	\$40.00

Departments that have a need for *special security systems* should contact the Purchasing Department.

Note: There is no cost for lockouts that occur during normal business hours.

**C. Certain types of installations/repairs/replacement**

B&G Services cannot undertake all of the minor carpentry, electrical repair and specialty maintenance work that may be necessary on the campus. The following list identifies work that has been traditionally charged to the department requesting the service.

- 1) Installing office desk signs, pictures, projection screens mirrors and tack boards in offices.
- 2) Installing window AC units where a unit does not exist.
- 3) Designing/ fabricating/installing interior signage. Note: College standards for interior signage have been developed and implemented in renovations and new construction. B&G Services can assist departments that have funds in applying the standards to their space.
- 4) Replacing functionally sound glass in doors, windows, or partitions (i.e. changing clear partition glass to frosted glass, etc.)
- 5) Installing window treatments other than shades. (Please contact Purchasing to discuss recommended vendors and costs.)
- 6) Repairing or maintaining specialized equipment, such as office, laboratory, or kitchen equipment. (Please contact Purchasing about maintenance contracts from firms specializing in the required maintenance or repair work)

**D. Major cleaning/trash removal projects**

While B&G Services provides for routine cleaning and trash removal, departments and offices occasionally schedule major clean-out of space, and special provisions must be made for the labor and hauling charges associated with these efforts. Even when they take place during the regular work day, it may be necessary to re-schedule staff time, and use overtime in order to meet the requirements of Basic Services.

Examples of such special cleaning services include

- o Storage areas, attics and basements in College Housing
- o Cleaning services after a construction project (normally the responsibility of the contractor)

Please consult the Manager of Custodial Services to plan for any type of major housecleaning, so we can assist you properly.

**E. Special Event Charges**

The cost of arranging facilities and services for various types of special events has traditionally been borne by the sponsoring department or office. In some cases, a central budget captures the full cost of recurring campus events, such as Commencement and Reunion. Services for events

requiring significant overtime such as banquets, receptions, major lectures, outdoor events, and concerts are provided according to the specifications of the sponsor, which must be provided to Service Response at least ten (10) days in advance of the event.

- Set-up, break-down, and custodial overtime
- Gym floor covering
- Installing temporary fencing for a special event
- Setting up risers
- Moving furniture out of a room to accommodate an event
- Installing temporary power for an event
- Installation of banners and directional signage
- All labor required after normal business hours for event set-up, cleaning and break-down. Generally normal business hours are 7:30 a.m. to 3:30 for most set-up, cleaning and break-down activities.
- Permits for tents and to hang banners at Main gate

Only a standard rate for the wages of hourly employees is charged, not the cost of employee benefits or administrative oversight by B&G managers. The charge will include any materials that are needed. *Estimates will be provided in advance, based on the specifications of the sponsor.*

The hourly rates for 2010/11 are:

Normal business hours set-up, break-down, cleaning	\$19.00
Overtime set-up/break-down/cleaning	\$28.00
Electrical services	\$35.00
Outside set-up services, including banners and signage	\$31.00

**F. Furniture and Equipment Purchase, Repairs or Replacement.**

B&G Services no longer attempts to fabricate bookshelves or cabinets on campus; it is more cost effective for the College to purchase stock from outside vendors. However, certain types of minor repairs or refinishing can be undertaken at a cost. Departments are encouraged to obtain estimates from external repair services and compare those to the cost of undertaking the work in-house.

The Purchasing Department works with departments to identify sources for new furniture, bookshelves, cabinetry and equipment. Purchasing can assist with initial estimates, and departments then seek funding through a “Capital Request” in the fall budget process. Purchasing can also recommend local firms that specialize in the repair, refinishing and reupholstering of furniture.

B&G Services can assist a department planning a “Capital Request” in estimating the cost of cabinetry and furniture. (See Capital Projects below)

**G. Athletic/Intramural Fields, Boathouse, Vassar Farm**

B&G Services schedules staff to meet the routine needs of the intercollegiate and intramural departments, through careful coordination with the Athletic Director and Coaches. Other events that require the use of athletic fields, the boathouse, or the Vassar Farm require special arrangements, usually involving overtime. Please contact the Director of Facility Operations and Grounds for information about special charges that may be necessary.

**H. Greenhouse Services**

Whenever possible, the B&G Greenhouse will supply table flowers and plants for decorative purposes for special events. Notice is required five (5) days in advance of the event. Current charges for Greenhouse services are as follows:

Cut Flowers	\$5.00/vase
Interior Plant Set-up	\$25.00
Podium Plant Set-up	\$10.00

**I. Student room damages**

Students are held accountable under College Regulations and the room contracts administered by Residential Life for damage to the residence halls. The existence of charges for damages to student rooms serves as a partial deterrent. B&G Services responds to service requests completed by the Residential Life staff, and the associated cost of the repair is routinely assigned by Residential Life to the individual(s) responsible.

## **XXIV. Major Capital Projects**

Buildings and Grounds Services assists the senior officers of the College in planning and carrying out the major renovation, renewal and construction projects approved in the College's capital budget, currently a three-year capital plan updated annually in the fall. While a major building renovation that closes the building and requires all occupants to relocate clearly requires detailed planning and the identification of resources, other types of campus renovation work is also subject to the capital planning and budgeting process. Buildings and Grounds Services can assist in clarifying the scope of work, identifying building codes and other regulations that may affect the planning, and providing a very preliminary sense of the cost of proposed renovations. Faculty and administrators responsible for campus facilities are encouraged to contact the Executive Director of Buildings and Grounds Services early in the planning process for advice and coordination of effort.

Recommendations for capital projects that should be included in the College's capital budget will be solicited in the fall budget process, and will be reviewed for urgency both by the Senior Officer responsible for the area and by the Executive Director of Buildings and Grounds Services.

### **A. Feasibility Studies**

The College's budget includes limited funding for early feasibility studies of proposed renovations. Such work may entail the hiring of an architect or engineer. To obtain funding for a feasibility study, the proposed project must have the preliminary support of the Dean or Vice President responsible for the area and the Vice President for Finance and Administration.

### **B. Scheduling**

The Senior Officers have developed a three-year capital budget for the College that is annually updated in the fall for review and approval by the Board of Trustees at their February meeting. (Projects in the summer time frame must be planned, approved, and sent out to bid by the preceding February.) It is essential to identify renovation projects twelve to eighteen months in advance in order to allow adequate time for planning, budget approval, and contracting. Major projects that involve architectural studies, the closing of a facility, and the relocating of people and programs often require lead time of twenty-four months or longer.

### **C. Funding**

Buildings and Grounds Services assists the senior officers in estimating costs for campus renewal and new construction, and supports the College's effort to raise capital from donors and through bond offerings. The department has limited funding at its sole discretion. That said, faculty and staff who become aware of issues that threaten the safety of building occupants or the physical integrity of a structure are encouraged to bring the concern immediately to the attention of the Executive Director of Buildings and Grounds Services. Funding can always be found to address safety issues.

### **D. Project Management**

Buildings and Grounds Services provides a project manager for each major renovation or construction project on campus. Project managers normally supervise several projects at once and assume responsibility for planning, relocation of occupants as needed, oversight of contractors, the project budget, and completion of the work to specification. Client departments/programs/offices are encouraged to identify a project coordinator who will work closely with the project manager on a variety of issues throughout the project.

## **XXV. Computing Policies, Computer Equipment Purchases & Web Page Information**

### **COMPUTING POLICIES & EQUIPMENT**

For guidelines on the appropriate use of technology at Vassar College, all users including faculty, staff, and students should refer to the *Responsible Use of Information Technology Resources Policy* found under College Regulations. The policy is also posted on the CIS website at <http://computing.vassar.edu/> for quick reference. Additional policies governing the use of Technology at Vassar can be found at <http://computing.vassar.edu/aboutcis/policy.html>.

All Vassar full-time faculty are eligible to receive a computer, as are visiting faculty members and part-time faculty members on a half-time or more appointment. While an attempt is made to provide a computer to any faculty member who needs one, priority is given to full-time continuing faculty. The computers are replaced on a regular four-year cycle, department by department, with new machines purchased for tenure track faculty and staff and recycled for all others. Department and program chairs should discuss with the Office of the Dean of the Faculty and CIS all computer needs of visiting, part-time and new tenure-track faculty at the time of contract negotiations so that appropriate resources can be allocated. The College is able to provide only one computer per person/position, except in cases where additional computing is dedicated to laboratory or research projects, or where exceptional computing resources are needed. Special needs should be brought to the attention of the Office of the Dean of Faculty and CIS.

Requests for individual or instructional computing needs that fall outside the allocation cycle are made to Computing and Information Services early in the spring semester. Most teaching laboratories are upgraded on a four-year cycle while some are on an accelerated cycle. Classrooms are upgraded on two-year cycles. Major classroom technology needs should be addressed to the Classroom Committee through the Dean of Planning and Academic Affairs.

Computers held by faculty and purchased with general allocation funds are considered resources of the College and may be reassigned by the College as needed within the institution when staffing changes occur.

Sometimes departments/programs or administrative offices wish to purchase a computer with their own budget monies. Purchasers must consult with Computing and Information Services (CIS) and follow CIS protocols for computer (or printer) selection. CIS is unable to allocate resources for the support of equipment that has not been approved for purchase or which does not meet current specifications.

CIS maintains a small laptop loaner pool for short-term (up to two weeks) loan to faculty for special use. Loans are made on a first-come-first-served basis and are subject to availability. Demand during academic breaks can be quite high and therefore reservations should be made well in advance. Requests for longer periods (such as summer travel or sabbatical leave) should be made in advance to the Associate Dean of the Faculty for approval.

Please consult the CIS website at <http://computing.vassar.edu/> for any additional information on computing at Vassar.

### **WEBSITES**

Vassar's web development is located in College Relations, which is charged with oversight of the college's more than 150 official websites.

#### **Web Updating**

All updates to official websites should be emailed by the head of a department, or a designated content provider, to: [webupdates@vassar.edu](mailto:webupdates@vassar.edu). Updates should be provided with as much lead time as possible. For requests longer than one page, or containing formatting such as bold or italics, please attach a Word document to the email.

#### **Web Design**

Contact Carolyn Guyer ([caguyer@vassar.edu](mailto:caguyer@vassar.edu)), Director of Web Development, with web design requests.

**Personal Websites**

College Relations does not create or maintain personal websites. However, the Computer Center provides a web account for all faculty, administrators, and staff to publish personal web pages. Visit the Computing and Information Services (CIS) website for more information: <http://computing.vassar.edu/guides/websites/>

Personal websites belonging to members of the campus community are not monitored, but are expected to reflect the community's regard for ethical behavior, including adherence to the principle of civil discourse as stated in the College Regulations, and to the "Computer Regulations" section within it. The College Regulations are available for download on this page: <http://deanofthecollege.vassar.edu/>

## **XXVI. Sign-off on Audio-Visual & Multi-Media Equipment Purchases**

Purchases of audio-visual and multi-media equipment require a sign-off from the Media Resources department. To request this form, contact Media Resources (MR), ext 7480, Box 724. and state the kind of equipment needed, anticipated usage, and location(s) the equipment will be used. Include a contact person, phone and box number and note whether this is a request for immediate purchase, budget preparation or information only. MR will return to you a sign off form stating the recommended model(s), price(s) and vendor(s). Submit the form with your requisition so that the Purchasing Department will process the request. The Purchasing department will not honor requisitions without it. (See Appendix for a copy of the “Request for A-V and Multi-Media Equipment Sign-Off Form.”)

If you have any questions about this policy or need further help, please contact Media Resources.

All audio-visual and multi-media equipment purchased with any College funds is property of the College and must be returned to the College upon cessation of employment or retirement.

## XXVII. Research Grant Sign-off Procedures

When members of a department plan to submit a proposal to an external sponsor (e.g., private foundations, federal agencies, corporations, non-profit organizations), they must review and complete the attached institutional approval form, which addresses important matters often encountered in sponsored projects. Grant applicants must submit this form along with the grant proposal and budget to the Office of Corporate, Foundation and Government Relations (CFGR) preferably no less than ten (10) business days before the sponsor's submission deadline. **The applicant is responsible for acquiring the Department Chair's approval and signature**; then, CFGR will assist in circulating the form and supporting documents for remaining necessary administrative review and approval. The form (a copy of which follows, along with definitions) is available at <http://grants.vassar.edu/docs/transmittal.pdf>.

Successful grant applications require coordination. If a project requires reassignment of teaching time or other leave, applicants must confer in advance with the Department Chair and the Office of the Dean of the Faculty about departmental needs. If a project requires special computing equipment or support, or space construction or renovation, the applicant should investigate its feasibility and get preliminary cost estimates and approvals from Computing and Information Systems and Building and Grounds, respectively. If a project will involve the use of human subjects, laboratory animals, hazardous materials, radioisotopes, or recombinant DNA, the applicant should contact the head of the appropriate compliance committee on campus. If the granting agency requires matching contributions or cost sharing for the proposed project, consult with the CFGR about potential sources of support well ahead of the proposal deadline.

Some outside funding agencies do not require an institutional signature. Such applications should be discussed with the CFGR and copies of the application filed with that office. **(Any grants involving a leave or release time must be discussed with the Chair and approved by the Dean of the Faculty.)**

The Office of Corporate, Foundation and Government Relations can provide information about grants and deadlines, and all faculty are encouraged to consult with that office about potential funding sources and application procedures.

**VASSAR COLLEGE SIGN-OFF TRANSMITTAL FORM**

Principal Investigator/Project Director \_\_\_\_\_

Other Vassar Faculty: \_\_\_\_\_ Department: \_\_\_\_\_

Project Title: \_\_\_\_\_

Project Period: From: \_\_\_\_\_ To: \_\_\_\_\_ Sponsoring Agency: \_\_\_\_\_

Total \$ Requested: \_\_\_\_\_ Total \$ Requested from Vassar College: \_\_\_\_\_

Does this project involve any of the following? Comments YES NO

Does this project involve any of the following?	Comments	YES	NO
1. Matching funds (list pages in the proposal that outline the match)			
2. Cost sharing (list pages in the proposal that outline the cost share)			
3. Indirect or administrative costs			
4. Released time for faculty			
5. Leave of absence			
6. Hiring of additional staff			
7. Hiring of additional staff to work in another state			
8. Human subjects			
9. Laboratory animals			
10. Recombinant DNA			
11. Additional space, remodeling or construction			
12. Radioactive substance: acquisition/maintenance/disposal			
13. Toxic waste disposal			
14. Summer salary			
15. Student/faculty travel abroad			
16. Students or post-doctorates participating in research			
17. Acquisition of computer or other technology or other computer-related hardware, software or support			
18. A commitment by the College beyond the grant period			
19. I understand that reports required by the funding agency must be submitted in a timely manner or PI may be prohibited by VC from applying for future grants.			
20. I have read VC's Conflict of Interest Policy and will re-certify this grant's compliance with the policy annually if funded.			

<b>PI/Project Director</b> _____	<b>Date</b> _____
----------------------------------	-------------------

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Department Chair \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Controller \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Computing & Information Services (if applicable)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Grants Officer \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Dean of Strategic Planning & Acad. Res. \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Vice President for Finance & Administration

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Dean of the Faculty \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Exec. Director/Buildings & Grounds (if applicable) \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Dean of the College (if applicable)

*Signatures by the Dean of the Faculty, Controller and the Dean of Strategic Planning & Academic Resources authorize the Office of Corporate, Foundation & Government Relations to submit this proposal through NSF FastLane, Grants.gov, or another online system.*

## **DEFINITIONS**

*for the VASSAR COLLEGE SIGN-OFF TRANSMITTAL FORM*

**Matching funds:** Some grants are awarded on condition of the applicant securing additional funds to support the project. This may be an equivalent sum, hence “matching”; sometimes it may be even more (e.g., 2:1). Application guidelines will specify this requirement.

**Cost sharing:** Cost sharing refers to that portion of a grant project’s costs not borne by the funder and includes all contributions, including cash and in-kind, that a recipient makes to an award. As with matching funds, some grantmakers/programs require it; others do not, but may welcome it. When possible, it may be proposed as a signal of institutional commitment to the project, during and/or beyond the grant term.

**Indirect costs:** Indirect costs support the environment in which you carry out your research and scholarship, including administrative salaries and benefits, telecommunications, utilities, campus services and more. These are calculated on research personnel remuneration (e.g., summer salary), NOT on student stipends, course release, consultants, or other direct costs. **When possible, Vassar adheres to its rates as negotiated with the U.S. Department of Health and Human Services (HHS), currently 65% when the majority (>50%) of the investigators’ effort will be carried out on campus.** Otherwise, the off-campus rate of 20% applies. Some grantmakers prescribe limits to the percentage/amount of indirect costs that will be supported. \*Note: **Fringe Benefits** are distinct from Indirect costs, and when itemized in a grant budget, are to be calculated on salaries/wages at 38% per the same agreement between Vassar and HHS. Federal funding agencies (NSF, NEH, etc.) generally require adherence to negotiated agreements for these rates.

**Reassigned time for faculty:** Reassignment of teaching time *for which the proposer must seek approval from the department chair and Dean of the Faculty.* For budgetary purposes, each unit (course) of reassigned time “costs” one unit, or 10% of the requestor’s institutional base salary (IBS). Each salaried faculty member is remunerated for ten (10) units active appointment per academic year, understood as: five (5) units devoted to teaching; four (4) units devoted to research; and one (1) unit for service. At a standard load of five (5) courses per academic year, one course equals 10%. Reassigned time is limited to one (1) course of reassigned time per academic year.

**Calculation Example:** Proposer with an IBS of \$65,000 would calculate for one course of reassigned time as follows:

$65000 \times .10 = \$6,500$

Fringe benefits at 38%:  $6,500 \times .38 = \$2,470$

Total for one course of reassigned time =  $\$8,970 +$  indirect costs (see above) when the funding source permits.

**Leave of absence:** Will the project require release from teaching and other faculty duties for a semester or more? **Must be discussed and arranged in consultation with department chair and Dean of the Faculty well in advance.**

**Hiring of additional staff:** Refers to grant-supported personnel who will be “hired” as College employees for the duration of the grant (and, in some case, beyond). **Requires senior officer/Human Resources approval.** Consult with grants personnel for more information.

**Human subjects:** Refers to living individuals about whom an investigator (whether professional or student) conducting research obtains (1) Data through intervention or interaction with the individual, or (2) Identifiable private information. Projects involving human subjects must be submitted to and reviewed by the Vassar College Institutional Review Board (IRB) *before* the project begins; for details see <http://committees.vassar.edu/irb/index.html>

**Laboratory animals:** Refers primarily to vertebrate animals in research, subject to various protocols and regulations. Projects involving vertebrate animals must be reviewed by Vassar’s Institutional Animal Care and Use Committee (IACUC), which reviews all matters related to their humane care and use, *before* the project is carried out. Consult with the Chair of IACUC for more information.

**Recombinant DNA:** Refers to (1) molecules that a) are constructed by joining nucleic acid molecules and b) that can replicate in a living cell, i.e. recombinant nucleic acids; (2) nucleic acid molecules that are chemically or by other means synthesized or amplified, including those that are chemically or otherwise modified but can base pair with naturally occurring nucleic acid molecules. Research involving recombinant DNA is subject to certain federal regulations and protocols, which must be understood *before* a grant application is submitted. Consult with Vassar's grants personnel for more information.

**Additional space, remodeling or construction:** If your project involves building or renovation of physical space in or on College property (e.g., laboratory renovation), you must seek the assistance and approval of Buildings & Grounds Services *before* submitting a grant application.

**Radioactive substance: acquisition/maintenance/disposal and**

**Toxic waste disposal:** If your project will involve such substances *in excess of normal limits*, you must consult with departmental technical staff and/or the Director of Environmental Health & Safety to develop an appropriate plan *before* submitting a grant application.

**Summer salary:** Salary sought from a grant for research/scholarly effort during the summer months when the College is not in session. Usually calculated as **one month summer salary = 1/9 of institutional base salary**. Some funders prescribe limits to the summer salary that can be requested (e.g., NSF will generally only permit two months' summer salary at 100% effort per investigator in a given project year).

**Student/faculty travel abroad:** If your project will take you abroad, your destination may be affected by natural disaster, disease outbreak, political unrest, or other factors that may put you, students, or other participants at risk. Usually only an issue if your plans involve developing countries or remote areas. Educate yourself well in advance, and consult the U.S. Department of State for advisories and updates online at [travel.state.gov](http://travel.state.gov).

**Students and/or post-doctorates participating in research:** Will your grant involve student research assistants or participants, or post-doctorate participants? Some funders and agencies have special regulations regarding student/post-doc involvement. Students and post-docs funded by NSF, for example, must be "trained" in responsible conduct of research. For more details, please see [grants.vassar.edu](http://grants.vassar.edu) and consult with Vassar's grants personnel for additional information.

**Acquisition of computer or other technology or other computer-related hardware, software or support:**

If your grant will request funds to acquire computing equipment, software, or other technology that may require support and/or maintenance by Computing & Information Services (CIS), you should consult with CIS staff well in advance. CIS can also be helpful in advising on best prices from approved vendors.

**A commitment by the College beyond the grant period:** If your grant project will commit the College to personnel, equipment, funding, or other significant considerations beyond the grant period, this must be approved by the appropriate departments, senior officers, and/or other officials *before* the grant application is submitted. Consult with Vassar's grants personnel for more information.

**Reporting:** Nearly all grantmakers require regular reports on project activities and budgetary status as a condition of an award. Awardees are responsible for the timely submission of such reports as directed by the funder, but Vassar's grants and Accounting personnel are willing and able to help. Consult with Vassar's grants personnel for more information.

**Conflict of Interest:** College faculty or academic staff applying for outside grants may be involved in the affairs of other institutions and organizations. It is unlikely that an effective faculty will consist of individuals entirely free from at least perceived conflicts of interest. Although most such potential conflicts are and will be deemed to be inconsequential, it is everyone's responsibility to ensure that the College is made aware of situations that involve business relationships that could represent a conflict of interest (including financial) with respect to an outside grant. See the statement online at [grants.vassar.edu](http://grants.vassar.edu) and consult with Vassar's grants personnel and/or the Controller's Office for more information.

## **XXVIII. Departments & Programs 2015-16**

For a current listing of Department Chairs, Multidisciplinary/Interdepartmental Program Directors, and Special Studies Coordinators, please see:

<http://deanofthefaculty.vassar.edu/offices/departments.html>

<http://deanofthefaculty.vassar.edu/offices/programs.html>

**XXIX. Faculty and Chairs Meetings 2015-16**

**CHAIRS MEETINGS**

September 25, 2015

October 30, 2015

December 4, 2015

January 29, 2016

March 4, 2016

April 8, 2016

May 6, 2016

The Chairs Meetings will take place from 2-4 pm in the CC Multi-purpose Room.

**FACULTY MEETINGS**

September 2, 2015

September 16, 2015

October 7, 2015

November 4, 2015

December 2, 2015

NO January Meeting

February 3, 2016

March 2, 2016

April 6, 2016

May 11, 2016

All of the Faculty Meetings will be held in Rockefeller Hall 300, beginning at 3:15P.M.

### **XXX. Library Liaisons**

All departments have been assigned a library liaison. For a current listing of library liaisons, please see: <http://library.vassar.edu/about/departments/liaisons.html>

XXXI. Elected Faculty Committees

For a current list of elected Faculty Committees, please see: [committees.vassar.edu](https://committees.vassar.edu)

## XXXII. Appendix A: Forms

Please note, you may cut and paste any part of this handbook or the forms into a word processing document to complete the form.

### A. MODEL CV

The CV should begin with name and current date, followed by both College and home addresses, phone, FAX and email address. All CV's should be dated so readers know the information is current. It is recommended that the following model CV be used. All information should be listed chronologically, with the most recent item listed first.

---

<i>Date</i>		
<i>Name</i>		
	Office Information	Home Information

**Education** [Degrees, followed by school, field and date. Honors and fellowships awarded during this period should be noted. Languages may also be listed at the end of this section.]

**Employment**

- Academic Appointments** [Professorial rank and field, institution, dates.]
- Visiting Academic Appointments** [Visiting, adjunct or other special teaching appointments.]
- Administrative Appointments** [Appointments in administration, both at Vassar and elsewhere, such as dean or director of an office.]
- Other Employment** [If relevant. Include consultancies.]

**Grants, Fellowships, Honors & Awards** [Grants received, postdoctoral and other fellowships, appointments to study centers or other research positions, etc. (grants and other applications that are pending should be listed under work-in-progress). Indicate whether honorary or funded. Special awards, honors or recognitions should also be listed (book awards or nominations, election to academies, prizes, etc.)]

**Other Professional Activity** [Editorial positions; election as officer or appointment to national and regional committees of professional organizations; membership on review panels, appointment to government and other agencies, special commissions, etc.]

**Publications\*** [Work listed here should be published or forthcoming, i.e., completed and in press or accepted for publication (work-in-progress is listed in another section). Listings are chronological, with most recent work first. All publications should be listed by title, with standard full citation according to discipline, including co-authors, date and page reference. Length in pages of forthcoming work should be given.]

- Books**
- Articles/Book Chapters**
- Other Publications** [Research reports, selected book notices, other publications.]
- Conference Papers, Lectures & Panels** [Lectures, conference papers and participation, panels, other professional appearances. In addition to title, the sponsoring organization, place and date should be cited. A selected list or only most recent activity may be given.]

**Work-in-progress\*** [List only major book projects in final stages and articles submitted for review, under revision or within imminent completion. Include grant applications under consideration.\*\*]

**College Activity**

- Teaching** [Participation in multidisciplinary and interdepartmental curricular programs, the College Course, etc., including courses taught. Can also list usual departmental teaching responsibilities and areas and additional special courses.]
- Departmental Service** [Service as department/program chair and as chair of major department committees.]
- College Service** [Service on elected and appointed College committees.]

\*These sections should be renamed and appropriately adapted for the performing and fine arts, and for coaching and athletics.

\*\*Other projects in preparation can be mentioned and detailed commentary provided in the personal statement or in the yearly "Activities Report."

## **B. INSTRUCTIONAL MEDIA RESOURCES**

The CIS web page contains information about multimedia equipment computers and other types of equipment available for classroom use, support information and links to the online forms. The web page can be found at: <http://computing.vassar.edu/equipment/AVequipment.html>.



**C. Affirmative Action Report Form "B"  
Summary Report for 2015-2016 Candidates  
for appointment in 2016-17**

Please retain one copy for your records and return one copy for each position advertised to the Office of the Dean of the Faculty, Box 4	Return form at completion of search/appointment process.
--	--

**1. Number of on-campus interviews held at Vassar College**

<i>Persons Interviewed</i>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Candidates (total)			
Candidates who are Hispanic or Latino/Latina			
<i>Please select one or more races from the following five racial groups, which you believe the candidate considers himself or herself to be a member. The number of categories selected may exceed the total number of applicants listed above.</i>			
American Indian or Alaska Native (including all Original Peoples of the Americas)			
Asian (including Indian subcontinent and Philippines)			
Black/African American			
Native Hawaiian/Other Pacific Islander			
White			
Unknown			
<i>Citizenship Status</i>			
Native			
Non-Resident Alien			
Resident Alien (and other eligible non-citizens)			

**2. Name of Candidate hired:** \_\_\_\_\_

- Male     Asian     American Indian/Alaska Native     Native Hawaiian/Other Pacific Islander  
 Female     Black/African American     Hispanic or Latino/Latina     White     Unknown  
 Native Citizen     Non-Resident Alien     Resident Alien    Citizenship/Visa Status \_\_\_\_\_

**3. Candidates who were offered the position but rejected the appointment:**

**OFFER #1**    Reason given for rejection of offer: \_\_\_\_\_

- Male     Asian     American Indian/Alaska Native     Native Hawaiian/Other Pacific Islander  
 Female     Black/African American     Hispanic or Latino/Latina     White     Unknown  
 Native Citizen     Non-Resident Alien     Resident Alien    Citizenship/Visa Status \_\_\_\_\_

**OFFER #2**    Reason given for rejection of offer: \_\_\_\_\_

- Male     Asian     American Indian/Alaska Native     Native Hawaiian/Other Pacific Islander  
 Female     Black/African American     Hispanic or Latino/Latina     White     Unknown  
 Native Citizen     Non-Resident Alien     Resident Alien    Citizenship/Visa Status \_\_\_\_\_

**OFFER #3**    Reason given for rejection of offer: \_\_\_\_\_

- Male     Asian     American Indian/Alaska Native     Native Hawaiian/Other Pacific Islander  
 Female     Black/African American     Hispanic or Latino/Latina     White     Unknown  
 Native Citizen     Non-Resident Alien     Resident Alien    Citizenship/Visa Status \_\_\_\_\_

\_\_\_\_\_  
Department Chair Name and Signature

\_\_\_\_\_  
Date

**D. REQUEST FOR APPOINTMENT FORM**



VASSAR COLLEGE  
REQUEST FOR APPOINTMENT FORM

**DEPARTMENT** \_\_\_\_\_

**NAME** \_\_\_\_\_ **DATE OF BIRTH** \_\_\_\_\_

**ADDRESS** \_\_\_\_\_ **GENDER** Male Female  
\_\_\_\_\_  
\_\_\_\_\_

**PHONE (Home)** \_\_\_\_\_ **Phone (Other)** \_\_\_\_\_

**Marital Status** \_\_\_\_\_ **Spouse/Partner Name** \_\_\_\_\_

**TITLE** \_\_\_\_\_ **FULL-TIME** \_\_\_\_\_ **PART-TIME** \_\_\_\_\_

**COURSES TO BE TAUGHT:** \_\_\_\_\_  
\_\_\_\_\_ **TOTAL UNITS:** \_\_\_\_\_

Academic Suffrage: Yes No

New Position: Yes No Replacement for: \_\_\_\_\_

**CONTRACT DATES:** Year(s) \_\_\_\_\_ Semester(s) \_\_\_\_\_

Salary \$ \_\_\_\_\_

**SIGNED** \_\_\_\_\_  
**DEPARTMENT CHAIR/PROGRAM DIRECTOR**

***PLEASE NOTE: ITEMS IN CAPS & BOLD MUST BE COMPLETED BEFORE SENDING TO THE DEAN'S OFFICE. A CV MUST BE ATTACHED FOR NEW HIRES.***

*This area for DoF Office use only*

NEW HIRE: \_\_\_\_\_ REHIRE: \_\_\_\_\_ COMPLETED PH.D. AMT: \$ \_\_\_\_\_

MOVING ALLOWANCE: YES \$ \_\_\_\_\_ NO

START-UP: \$ \_\_\_\_\_

REGULAR TENURE CONTRACT: \_\_\_\_\_ ADVANCED TENURE CONTRACT: \_\_\_\_\_

SPECIAL COMMENTS:

Approved By: \_\_\_\_\_

**E. CANDIDATE ENTERTAINMENT REIMBURSEMENT FORM**

**VASSAR COLLEGE**  
**CANDIDATE ENTERTAINMENT REIMBURSEMENT FORM**  
(Departmental Use Only)

**ONLY ITEMIZED RECEIPTS THAT LIST ATTENDEES WILL BE ACCEPTED.**  
**RECEIPTS WITHOUT THIS INFORMATION WILL BE RETURNED.**

PERSON TO BE REIMBURSED \_\_\_\_\_ BOX # \_\_\_\_\_

Direct Deposit                       Check

DEPARTMENT \_\_\_\_\_

CANDIDATE'S NAME \_\_\_\_\_

DATE OF EXPENDITURE \_\_\_\_\_

**POSITION:**

- Please check:
- Tenure-Track (\$150 limit)
  - Full-time Visiting (\$100 limit)
  - Part-time (\$30 limit)

REPLACEMENT FOR \_\_\_\_\_

AMOUNT TO BE REIMBURSED \$ \_\_\_\_\_  
(ORIGINAL RECEIPTS ONLY, MUST BE TAPED TO BLANK PAPER AND ATTENDEES MUST BE LISTED)

BUDGET # TO BE CHARGED FOR OVERAGE: \_\_\_\_\_  
(If this is a request for a DJ, please put the budget # that the meal was charged to.)

PLEASE SEND COMPLETED FORM & ITEMIZED RECEIPTS TO THE DEAN OF THE FACULTY OFFICE, BOX 4.

### **XXXIII. Appendix B: Gifts-in-Kind**

Vassar College encourages the acceptance of gifts-in-kind where such items may have significant education and research value for academic departments and other academic support areas of the College. Before accepting such gifts, the department or individual must consult in advance with the Office of the Dean of the Faculty about the potential hidden costs of the gift, including shipping, installation, maintenance, preservation, and special housing. Once approved by the Dean, please consult the Director of Donor Relations in the Office of Alumnae/i Affairs and Development for information about the protocols for accepting academic gifts-in-kind.

Gifts-in-kind normally include, but are not limited to, works of art, scientific instruments, computing equipment, books, serials, manuscripts, records and personal papers.

Gifts-in-kind that entail the acceptance of real estate must involve Gift Planning in the Office of Alumnae/i Affairs and Development at the earliest stages of discussion.

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