



OLD DOMINION
UNIVERSITY

College *of* Arts *and* Letters

**COLLEGE OF ARTS AND
LETTERS HANDBOOK
2025–26**

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Introduction

The goal of this Handbook is to offer an accessible, readable, informative, and adaptable compendium of current College practices and policies. While the College Handbook will be revised as necessary to reflect changes in Commonwealth and University policies, including policies set forth in the *Teaching and Research Faculty Handbook*, it is superseded by those policies should any conflicts arise.

The Makeup of the College

Departments

The Old Dominion University College of Arts and Letters currently comprises ten academic departments:

- Art
Chair: John Roth, M.F.A
- Communication and Theatre Arts
Chair: Tim Anderson, Ph.D.
- English
Chair: Veronica Watson, Ph.D.
- History
Chair: Timothy Orr, Ph.D. (Interim Chair/Fall); Ingo Heidbrink, Ph.D. (Spring)
- Diehn School of Music
Chair and Director: Nancy Klein, Ph.D.
Executive Director: Emily Ondracek-Peterson, Ph.D.
- Philosophy and Religious Studies
Chair: Nicole Willock, Ph.D.
- Political Science and Geography
Chair: Tom Allen, Ph.D.
- Sociology and Criminal Justice
Chair: Ruth Triplett, Ph.D.
- Women's and Gender Studies
Chair: Elizabeth Groeneveld, Ph.D.
- World Languages and Cultures
Chair: Liz Black, Ph.D.

Centers, Institutes, and Independent Programs

The College also contains numerous centers, institutes, and independent academic programs. These include:

- African American and African Studies
Director: Marvin Chiles, Ph.D.
- Gay Cultural Studies
Director: Cathleen Rhodes, M.A.
- Interdisciplinary Studies
Director: Virginia Tucker, Ph.D.
- Institute for Ethics and Public Affairs
Directors: Teresa Kouri-Kissel, Ph.D.; Dale E. Miller, Ph.D.
- Institute for Humanities
Director: Anne Muraoka, Ph.D.
- Institute for Jewish Studies and Interfaith Understanding
Director: Amy Milligan, Ph.D.
- Institute for the Study of Race and Ethnicity
Director: Marvin Chiles, Ph.D.
- Institute of Asian Studies
Director: Nicole Willock, Ph.D.
- Model United Nations
Director: Aaron Karp, M. Phil.
- Monarch Institute for Game Design and Development
Director: Kevin Moberly, Ph.D.
- Social Science Research Center
Director: Tancy Vandecar-Burdin, Ph.D.

Bylaws (Shared Governance and Committees)

The Dean of the College of Arts and Letters is the College's chief executive officer. The Dean may appoint associate and assistant deans and assign their titles and duties as required.

As part of its shared governance, faculty committees play an important role in the College's operation. Committees include at least one representative from each academic department, and in general department chairs are responsible for selecting which members of their department will serve on each committee. (Departments may have departmental service committees that make nominations or recommendations about selections to the department chair.) However, the *Faculty Handbook* contains specific guidance regarding the constitution of several committees (e.g., the Promotion and Tenure Committee and the Grade Appeals Committee). With the Dean's approval, smaller departments may choose not to be represented on certain committees to avoid overburdening faculty with service.

Committees elect their own chairs, except where noted below, and operate according to the latest edition of Robert's Rules of Order. Meetings are generally limited to committee members and invited guests, although individual committees (other than the Promotion and Tenure Committee) may choose to open specific meetings to the full College.

The Dean of the College may create ad hoc committees as necessary. The Dean or their delegate is an *ex officio* member of all college committees except for the Promotion and Tenure Committee.

Changes to the College's bylaws must be approved by a majority vote of the Council of Chairs, except when these changes are dictated by University policy.

No faculty member may chair multiple college committees simultaneously. It is expected that committee members report back non-confidential information to their respective departments, as appropriate.

Council of Chairs

The Council of Chairs includes the chairs of the College's academic departments. It is chaired by the Dean, and all Associate and Assistant Deans are *ex officio* members. The Council of Chairs is the principal advisory organization within the college. Its chief function shall be to make recommendations to the Dean in matters pertaining to the policies, programs, functions, and affairs of the college.

The Council includes the chairs of all academic departments. The Council of Chairs will annually elect a department chair as Vice-Chair, who will chair meetings in the Dean's absence. By a majority vote, the Council of Chairs may call a meeting of all full-time faculty in the College. (If any votes should be taken at a meeting of the full-time faculty, all full-time faculty members of the college will be voting members.)

Dean's Advisory Committee

The Dean's Advisory Committee serves as a dialogic forum which allows the Dean to hear the perspectives of a cross-section of the College's faculty, and vice versa. The committee includes a representative from each department. (Department chairs are not eligible to serve.) The Dean and all Associate and Assistant Deans are *ex officio* members, as are the chairs of all other college committees apart from the Council of Chairs. The committee meets as needed and at least three times per academic year. Meeting agenda items will be solicited from all members by the chair. Meeting agendas are then agreed between the committee chair and the Dean.

Grade Appeals Committee

The grade appeals committee serves as a pool of faculty members (and students) who can be called up to hear student grade appeals in cases in which either the chair or the Associate Dean finds that the grade assigned may reflect prejudice or caprice but the faculty member is unwilling to change it. According to the *Faculty Handbook* policy on grade appeals:

1. Each college will create a Grade Appeal Review Committee that has one representative from each department in the college and a list of potential student members. If an appeal is heard, the Dean will select two faculty members and one student from these lists.
2. Representatives must be full-time tenured or tenure-track faculty in an academic department elected by the department faculty. At least two committee members shall be tenured. No administrator, such as a Chief Departmental Advisor or Graduate Program Director, shall be eligible to serve on the committee.
3. Terms of service will be for two years. Members may be re-elected for an additional two-year term.
4. At the beginning of each academic year, each department in the college will submit a list of full-time students who are eligible and willing to serve on the committee. This list will be formulated each year. When needed, one student will serve on a review committee.
5. The committee will select its own chair and develop guidelines for the review process and procedures.
6. Two faculty members and one student selected from the names submitted by each department will review the appeal including documents from the student filing the appeal and the instructor of record. Neither the faculty members nor the student member shall be from the instructor's or student's department.
7. Both the instructor and the student will have the right to challenge, for valid cause, any or all of the members of the committee, and in that event replacements will be appointed and no further challenge will be permitted.

Graduate Studies Committee

The committee (i) serves as the curriculum committee for graduate programs, certificates, and courses; (ii) makes recommendations to the Dean regarding the certification/recertification of faculty members for graduate instruction; and (iii) serves as an advisory board to the Dean and

Associate Dean for Graduate Studies on matters relating to graduate programs and instruction. Other responsibilities may be assigned as needed.

The committee includes the director of every master's and doctoral graduate program. Each department without a graduate program may also have a representative on the committee (appointed by the chair), who should be graduate certified.

The committee meets monthly from 1:30–2:30 on the third Wednesday of each month.

Internships and Career Development Committee

This committee is charged with sharing information and formulating best practices concerning student internships and professionalization/career development. Other responsibilities may be assigned as needed.

The committee includes a representative from each department, who should be someone tasked with work on these issues at the department level. Departments may choose to send more than one representative when appropriate, especially departments that include faculty from more than one discipline.

Promotion and Tenure Committee

The constitution and operation of the College Promotion and Tenure committee are described in the *Faculty Handbook* policies on Tenure, Promotion in Rank, and Evaluation of Lecturers, Senior Lecturers, and Master Lecturers and Promotion of Lecturers and Senior Lecturers. According to the Policy on Tenure:

The college committees shall consist of one tenured faculty member from each department in the college. All members of college promotion and tenure committees shall be elected directly by the faculties they represent for a one-year term renewable twice for a total of three years. This member shall be chosen by majority vote of all full-time, tenure-track teaching and research faculty members of the department, present and voting, by secret ballot before April 15 of each year for the ensuing year. Every reasonable effort should be made to ensure that there at least three full professors on the college committee. No person shall serve on a college promotion and tenure committee for more than three years consecutively but is eligible for reelection after an absence of at least one year.

Research and Publications Committee

The committee works together with the Dean's Office in the ranking of proposals for intramural research awards such as the Summer Research Fellowship Program. It also selects the Burgess Award Recipient. Other responsibilities may be assigned as needed.

The committee includes a representative from each department, who must be a research-active tenure-line faculty member. Committee members may not participate in selecting winners of

awards for which they or their partners have applied or were nominated, but their departments may send substitute representatives.

Scholarship, Instruction, and Student Mentoring Committee

This committee selects the winners of scholarships, grants, honors, and awards for undergraduate students. It also selects the winners of three faculty awards: The Joel S. Lewis Award for Excellence in Student Mentoring, The Robert L. Stern Award for Excellence in Teaching, and The Distinguished Adjunct Teaching Award. Other responsibilities may be assigned as needed.

The committee includes a representative from each department. (At present, this committee meets only in the spring semester.)

Technology Committee

This committee works with ITS on issues concerning technology-related developments and the efficient/effective use of innovative technologies in the instructional, research, service, and administrative activities of the college. Other responsibilities may be assigned as needed.

The committee includes a representative from each department.

Undergraduate Curriculum Committee

The oversight committee addresses undergraduate curriculum, university bachelor's degree requirements, and the college distribution requirements. This committee ensures processes of curricular changes are appropriately followed. Other responsibilities may be assigned as needed.

The committee includes a representative from each department.

(Amended by the Council of Chairs on August 13, 2025.)

Internal College Deadlines

Research and Development Assignments: Internal College deadlines for complete applications (including the chair's letter) for research or development assignments. Applications should be sent to Ms. Barbara Saunders in the Dean's Office.

August 1 Applications for the spring semester of the same academic year.

December 1 Applications for the fall semester of the next same academic year.

Selection of External Reviewers for Tenure and Promotion Reviews: N.B. These internal College deadlines are earlier than the University deadlines. Because prospective reviewers can say yes to only a limited number of requests, it is imperative that we send requests as early as feasible. In addition, it's sometimes necessary to identify additional prospective reviewers, and since faculty committees are involved in this process we want to allow time for them to do this before they are off-contract.

For Faculty Members Seeking Tenure

4/8 Faculty member and department/school promotion and tenure committee identify potential external reviewers.

4/15 Department/school chair provides names of external reviewers to the dean.

For Faculty Seeking Tenure Mid-Year

11/1 Faculty member and department/school promotion and tenure committee identify potential external reviewers.

11/8 Department/school chair provides names of external reviewers to the Dean.

For Faculty Seeking Promotion in Rank to Professor

5/8 Faculty member and department/school promotion and tenure committee identify potential external reviewers.

5/15 Department/school chair provides the names of external reviewers to the Dean.

College Workload Policy

The purpose of this document is to establish a college-wide workload policy for faculty in the College of Arts and Letters. This policy shall be in effect for AY20-21. The College plans to review and revisit the policy after next year if economic circumstances improve. [N. B. This policy remains in effect as of AY 2025-26 but is currently under review.]

The *Faculty Handbook* sets the standard teaching load at Old Dominion University at 24 teach load hours (TCHLD) per academic year, which in the absence of course releases translates into 12 credit hours of teaching per semester. “Workload” encompasses more than “teaching load”; a faculty member’s responsibility toward the university includes service and—for tenured and tenure-track faculty—research in addition to teaching. Faculty members may receive course releases to provide them additional time for research, service, or administrative activities, as approved by the department chair and college dean.

In accordance with the *Faculty Handbook*, the following are the primary classifications for full-time academic faculty: tenured and tenure-track faculty (assistant/associate/full professors) and non-tenure-track faculty (instructors, lecturers, and senior and master lecturers).

1. All research active tenured and tenure-track faculty receive a course release each semester (counting three hours toward their TCHLD) if warranted by their research productivity, as measured by their maintaining at least Level II graduate certification.
2. All faculty in terminal degree programs (PhD and MFA) receive one additional course release per year if warranted by their active participation in their program (e.g., teaching graduate courses, serving on thesis and dissertation committees).
3. All tenure-track faculty receive 3 additional course releases during the first three years of their employment, contingent upon available funding. They are normally permitted to take only one of these releases in a given semester.
4. All studio art and music faculty will follow their professional accreditation recommendations for the contact hour formula used to determine teach load.
5. Faculty chairing master’s theses will receive one course release after five students have defended their theses. (This may also apply to projects in programs that allow students to complete projects in lieu of theses, if the demands on faculty time are comparable.) Faculty chairing MFA theses will receive one course release after three students defend their theses. Faculty who are chairing PhD dissertations will receive one course release after two students defend their dissertations.
6. Instructors, lecturers, senior lecturers, and master lecturers have a 4/4 teach load unless assigned administrative duties by the chair or dean.
7. Chairs, Associate Chairs, Program Directors, CDAs and GPDs get release time for these administrative duties based on the size and complexity of their duties.

8. While routine service activities are assumed to be part of a faculty member's responsibilities, with the support of the chair and approval of the dean, release time may be given for activities deemed essential or beneficial to the department, college and/or university, and for which the scope and scale of the activity justifies release time.

9. Faculty with externally-funded research activity may obtain a reduction in their teaching load utilizing external funds for Purchase Release Time (PRT).

College of Arts and Letters Chair Appointment Process

Chairs' Terms and Bridge Contracts

Department Chairs in the College of Arts and Letters will receive twelve-month contracts. After 7/24/23, the first year of new Arts and Letters Chair contracts will begin on 7/25. However, to align the three-year Chair contract term with the fiscal year/ payroll calendar, the following schedule will be used:

Year 1 of Chair Contract: 7/25-6/9

Year 2 of Chair contract: 6/10-6/9

Year 3 of Chair contract: 6/10-6/9 with an automatic bridge contract for 6/10- 7/24

If a Chair continues for a second (or third) term, this schedule will repeat.

Aligning the start date for new Chair appointments with the appointment start date for regular, 10-month faculty will ensure that no Chair at the end of their term will find themselves without pay for 6-7 weeks, because they will automatically get a bridge contract through 7/24, and will also ensure that departmental operations are continuing throughout the summer.

Leave Payouts

Chairs on twelve-month contracts will accrue annual leave in accordance with the Board of Visitors' Policy 1491. According to this policy, "Upon separation, faculty members covered by this policy will receive a lump sum payment of unused annual leave up to 15 days (120 hours). Faculty members can expect to receive the leave payout on the pay date subsequent to their last regular paycheck."

The intent of this policy is to provide a leave payout to faculty on twelve-month contracts who separate from the University (either through retirement or leaving for a different position). In the very recent past, there have been some cases of faculty on twelve-month contracts across the university receiving a payment for unused leave when they returned to a ten-month contract after serving as Chair without separating from the university. As of July 25, 2023, this recent practice will not continue in Arts and Letters, as this was not the intention of the original policy. Chairs are encouraged to use their annual leave to schedule breaks away from work, including those breaks taken during Fall, Winter, or Spring break (i.e., those times when the University is open, but classes are not meeting, and for which 10-month faculty do not have to submit leave).

Named Chair/Professorship Appointment and Reappointment Process

This document is provided to clarify the procedures that govern the evaluation and reappointment of Named Chairs and Professors in the College of Arts and Letters. It is additional guidance beyond the Faculty Handbook.

Purpose

The purpose of appointing a Named Chair/Professorship is to attract, reward, retain, and support the endeavors of distinguished faculty members who will provide scholarship, teaching, and leadership that significantly enriches their department, the College, and the University.

Terms

Per the Faculty Handbook, appointments and reappointments shall be for a period of five years.

Qualifications

Per the Faculty Handbook, a Named Chair must be "a full professor who has demonstrated sustained excellence in research and teaching and will significantly contribute to the University. The holder of a named chair is a person of national stature." Similarly, a Named Professor must be "an Old Dominion University faculty member who has exhibited sustained excellence in teaching and/or research as well as a continuing, exemplary commitment to the University."

Expectations

A Named Chair/Professor is expected to operate within their department(s) as a regular faculty member. In addition to continuing to maintaining the qualifications specified in the Faculty Handbook, Named Chairs and Professors may have more specific expectations for research, teaching, and service established by the MOUs through which their positions were created or set by the Dean. In some cases, these expectations may include teaching or service for units outside of the department. These expectations, which may evolve, will be detailed in an appointment/reappointment document by the Dean.

Appointment Process

The appointment process will follow the Faculty Handbook guidelines for Named Chairs or Named Professors.

Annual Reporting

All Named Chairs/Professors shall yearly submit a report to their Department Chair, by February 1, as a supplement to their Annual Evaluation for Tenured Faculty process. This report shall include an overview of major accomplishments from the previous year and a brief statement of how they relate to the evaluation criteria in the appointment document. The report should also include a summary accounting of endowment fund expenses in general categories (personnel [faculty, staff, students], supplies, travel, etc.) for the previous fiscal year and a similarly broken-down projected budget for the current fiscal year.

Use of Funds

Since “The purpose of appointing a Named Chair/Professor is to attract, reward, retain, and support the scholarly endeavors of distinguished faculty,” endowment funds can be used both to “reward” the recipient via increased compensation—i.e., salary enhancements or stipends—and to “support” the recipient through covering expenses associated with their programmatic and scholarly pursuits. (Effective FY24, any additional compensation for newly appointed Named Chairs/Professors will come in the form of a stipend rather than an increased base salary. Stipends are not included in salary increases.) The allocation of funds between these uses, and the disposition of funds not expended by the end of the fiscal year, will be determined by the MOU/gift agreement through which their position was created and the Dean of the College. The Dean reserves the right, within the scope of the endowment MOU/gift agreement and the most recent appointment/reappointment document, to determine whether the allocations are an appropriate use of the resources and may reallocate funds following discussion with the incumbent and Departmental Chair.

Evaluation Criteria for Reappointment

The evaluation criteria as laid out in the appointment/reappointment document from the Dean exist to: (1) communicate the performance expectations to the named chair/professor, and (2) inform any external reviewer or review committee of the standards to be used in evaluating performance.

The dossier comprising renewal documentation must include a statement detailing how the evaluation criteria were met, a comprehensive accounting of how endowment funds were used to enhance the academic and research enterprise, an updated curriculum vitae, annual review letters from the Department Chair and Dean, student opinion surveys from at least the fall and spring semesters for the last five years, grade distributions from at least the fall and spring semesters for the last five years, and teaching portfolio review letters if available.

Timeline for Five-Year Review and Reappointments

- April 1 Current Named Chairs/Professors scheduled for review are notified to prepare a dossier. If the expectations of the Named Chair or Professorship include teaching or service for units outside of the department, then the Department Chair should also request letters from the Chairs/Directors of those units appraising the

Named Chair's/Professor's contributions.

Sep 1 Dossiers are to be submitted to the Department Chair, along with the appointment document setting out the expectations for the position and any letters from Chairs/Directors of other units.

Oct 1 Chair completes review of dossier for reappointment and forwards a report, with recommendations, to Dean, along with all materials (including the dossier and all letters). The Chair's report may be incorporated into the annual review letter.

The dean contacts the Named Professor/Chair, the Department Chair, and where applicable the Chairs/Directors of other units to ask whether they wish to meet to discuss revising the expectations of the Named Chair/Professorship for the next five-year period. If any do, or if the Dean wishes to discuss revisions, the Dean schedules a meeting in March. Any revisions must be consistent with the original MOU/gift agreement through which the named position was created.

Nov 1 Dean completes review of dossier for reappointment and transmits a decision on reappointment to the Named Chair/Professor and Department Chair. If the Dean's decision is to reappoint, the Dean also transmits a new reappointment document which sets out expectations for the Named Chair/Professor for the next five years. If the Dean does not reappoint, the Named Chair/Professor may appeal to the Provost within 14 calendar days. The decision of the Provost is final.

* If the Department Chair is a Named Chair/Professor undergoing a five-year review, chair responsibilities for the review will be delegated by the Dean to another Named Chair or Professor in the College, a full professor in the department, or the Chair of another department in the College.

Non-Reappointment, Resignation and Termination

Upon the non-reappointment, resignation, or termination of a Named Chair/Professor, any contributions to the Named Chair's/Professor salary will be discontinued, and any funds remaining in Named Chair's/Professor's account will be unavailable to the incumbent. Faculty incumbents who retire while serving in a named position vacate that position on the date of retirement.

Existing Named Chairs/Professorships

Named Chairs/Professorships created prior to the effective date of this policy shall be subject to this policy only insofar as this policy is consistent with the prior MOU/gift agreement. In all other respects, the applicable prior MOU/gift agreements shall govern those positions.

Approved by the Provost on March 14, 2024

College of Arts and Letters Research Subsidies

Tenure-track and tenured members of the College of Arts and Letters may apply for funds from the College to support their research (including creative activity for faculty in the arts). The intended purpose of this program is to offer support in cases in which the research will not be conducted or published without additional funding. Funding is limited and applications will be considered on a rolling basis.

Who is eligible?

Subsidies are restricted to research-active tenured and tenure-track members of the College of Arts and Letters. A faculty member may not receive a subsidy in two consecutive (fiscal) years.

What Expenses Can Be Funded?

The subsidies may be used for

- Travel, material, or assistance necessary to conduct research, e.g., travel to an archive, paying a student hourly to provide assistance, equipment (maximum \$1,000). N.B. Any equipment purchased with an award from this program is the property of Old Dominion University.
- Book subventions (50%, up to a maximum \$1,000 award for a \$2,000 subvention) or article processing charges (50%, up to a maximum \$300 award for a \$600 APC) required by reputable publishers when these are necessary for publication. Funds may not be used to pay for indexing, editorial assistance, or making publications "open access."
- Shipping art to juried or invitational exhibitions at the state, regional, national, or international level; participating in reviewed theatrical, musical, or dance performances at the state, regional, national, or international level; costs associated with recording performances for distribution (maximum \$1,000).
- Subsidies will be given to support travel to present research at domestic or international conferences only in cases in which the applicant is able to demonstrate that presenting the work at this conference is a prerequisite for it to be published (maximum \$500).
- Proposals for other research-related expenses not mentioned above will also be considered on a case-by-case basis (maximum \$1,000).
- Because the College will be drawing on its discretionary funds with the Research Foundation to offer these awards, award must be used in ways that are permissible according to their [policies and procedures](#), in addition to satisfying the other requirements set out here.

What are the criteria?

- As noted above, these funding awards are intended for cases in which important projects cannot be completed or published without additional funding. The rationale should make clear why this funding is critical.

- The awards will be used only to support research and creative activity that is likely to have a “high impact,” materially enhancing the faculty member’s career and the College’s research profile.
- Priority will be given to projects with the potential for future extramural funding.
- Where feasible, departments are expected to contribute toward expenses. Departments and faculty with their own ODURF discretionary funds should at least match the award being sought from the College.

What is the Process?

- Proposals for subsidies should be sent by email as a single PDF to the Associate Dean for Research, Graduate Studies, and Faculty Affairs.
- Proposals should contain the College of Arts and Letters Research Subsidy Application Form, a narrative explaining how the subsidy will be used and the rationale for how it will be awarded (2 page maximum, 12-point font, double spaced), and a condensed CV (3 page maximum). When appropriate, supplementary documents may be added as appendices.
- The PDF should be named using the format CALRS_Fiscal Year_Last Name_First Name, e.g., CALRS_24_Delbrugge_Laura. (Remember that fiscal years run from July 1st to June 30th and that FY24 is the fiscal year that *ends* in 2024.)
- While funding decisions will usually be made by the Dean or their designee in the Dean’s Office, the College Research and Publication Committee may sometimes be consulted, especially in the case of novel proposals.
- Faculty should include a description of the work that was performed using the subsidy in their next annual review.
- Publications that emerge from research supported by a subsidy should include an acknowledgment of the support of the College of Arts and Letters.

College Awards

The College recognizes faculty, staff, and students with annual awards. Calls for nominations generally come out early in the spring semester; winners are announced at the College awards ceremony at the end of this semester. Previous winners of the awards are listed on the College webpage. Their names are also on plaques in BAL 9024, the Burgess Room. The University offers numerous awards that are not listed here.

The Charles O. and Elizabeth C. Burgess Award for Faculty Research and Creativity

The Burgess Award recognizes consistent, high-quality achievement in scholarly or artistic endeavors over a period of years (rather than for a single work). The recipient will have a demonstrably national or international reputation as indicated by recognized experts in the appropriate field. The selection committee will give special consideration to work that results in creative thinking on the nature of assumptions in a given discipline; that represents creative interdisciplinary study; or that creates new forms of visual or performing art. The committee also will give special consideration to those faculty who have been at the University for a significant period of time. No person may receive the award more than once.

The Robert L. Stern Award for Excellence in Teaching

The Stern Award recognizes excellence in teaching among the College's full-time faculty, including both tenure-line and non-tenure-track faculty.

The Distinguished Adjunct Teaching Award

The Distinguished Adjunct Award recognizes excellence in teaching among the College's part-time faculty.

The Sue Doviak Graduate Teaching Award in Liberal Arts

Named in memory of a faculty member who taught in the department of Mathematics and Statistics but who valued the liberal arts, the Sue Doviak Graduate Student Teaching Award in Liberal Arts is presented to a current graduate student who has demonstrated exceptional classroom instruction for the college. The recipient must be an enthusiastic role model who is passionate about teaching, and like Sue Doviak, is kind, and willing to help struggling students who have a sincere desire to learn a particular subject.

The Joel S. Lewis Faculty Award for Excellence in Student Mentoring

The Lewis Award is given annually to a full-time faculty member in the College of Arts & Letters who most successfully mentors students as they plan for life after college. The mentoring may include preparing students for future graduate or professional school study, or for employment in a relevant career.

Staff Member of the Year Award

The purpose of the award is to show appreciation to an employee who has given exceptional service to students, faculty, and/or staff in the College of Arts & Letters. This exceptional service might have improved customer service, avoided complaints, saved money, or created better ways to accomplish difficult tasks.

Janet Katz Award for Outstanding Service to the College of Arts & Letters

The Katz Award highlights outstanding service to the College of Arts and Letters. Recipients have helped to carry out the mission of the College without regard for recognition or reward. They also embody the principles of collegiality and civility. This award can be given to acknowledge an exceptional accomplishment or to honor someone for constant and steadfast dedication to the College. This is the only award for which there is no nomination process, with recipients being selected directly by the dean.

Uses of Start-Up Money

The primary purpose of start-up funds is to support the research and creative activities of tenure-track faculty members. Acceptable uses of this money include travel to conduct or present research, article processing charges, book subventions, technology that will be used to conduct research, books or other research materials, art supplies, and fees to ship art to exhibitions. A limited portion of the funds—no more than \$500 per year—may be used to purchase furniture for the faculty member's office. Any technology or furniture purchased with these funds is University property and must be returned should the faculty member leave their position.

Faculty Evaluation Categories

In all faculty evaluation letters, including annual reviews, pre-tenure reviews, and promotion and tenure reviews, faculty will be evaluated separately in each performance area: teaching, service, and (for tenure-line faculty) research/creative activity. They will receive one of three evaluations in each area. These are effectively "Exceeded Expectations," "Met Expectations," and "Did Not Meet Expectations," although the wording may vary slightly depending on the nature of the letter. For instance, a pre-tenure review letter might be in the present rather than the past tense, and a tenure letter might describe a candidate who has exceeded expectations in an area as "pre-eminent" to mirror the language in the Faculty Handbook policy on "Academic Rank and Criteria for Ranks."

No formal overall evaluation in these terms is necessary in annual review letters. This policy applies to letters written by faculty committees at the departmental and College levels as well as to letters written by Chairs and the Dean.

Departmental Policies

Per the *Faculty Handbook*, departments are required to maintain statements of criteria for the evaluation of scholarly and creative activity and research. These must be approved by both the Dean and the Provost and Vice-President for Academic Affairs. The College also requires departments to maintain statements of their service expectations for faculty; these must be approved by the Dean. Departments are encouraged to develop their own handbooks or policy guides, but these are superseded by College, University, and Commonwealth policies. Department chairs and the Dean are responsible for reviewing departmental policies for conformity with higher-level policies.