fghjklz<del>ycybnmawertynionasd</del>fghjklzx **NSSR Resources & Procedures** 2012-2013 ghjklzxcv bnmqwertyuiopasdfghjklzxcvbnmqw

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## **CONTACTS**

## **NSSR Dean's Office Personnel**

NAME	TITLE	OFFICE	PHONE
<b>Ellen Freeberg</b>	Assistant Dean of Curriculum and Student	1007B	212.229.5700
	Academic Affairs		x3000
Karen Kalkines	Director of Operations	1022	212.229.5700
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Robert	Associate Dean for Academic Planning and	1007A	212.229.5712
Kostrzewa	Administration		x3003
Beatrice	Director of Career Services	1007C	212.229.3790
Kraemer			
<b>David</b>	Director of Faculty Affairs and	1023	212.229.5700
<b>McNamara</b>	Communications		x3019
Eric Godoy	Student Advising Coordinator	1007	212.229.5712
	-		x3004
Sonia Salas	Associate Director of Administration	1025	212.229.5700
			x3039
Michael Schober	Dean	1024	212.229.5700
			x3100
<b>Gregory Collins</b>	Office Manager	1007	212.229.5712
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Aleanna	Executive Secretary	1027B	212.229.5700
Sonnylal			x3146
<b>Shayne Trotman</b>	Executive Assistant to the Dean	1027A	212.229.5700
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Jeree Matherson	Academic Coordinator	1024A	212.229.5700
			x3397
<u>John</u>	Associate Dean for Faculty and Curriculum	1026	212.229.5700
<b>VanderLippe</b>			x3228
Tsuya Yee	Director of Student Academic Support	1007D	212.229.5712
			x3005

## **NSSR Dean's Office Guide to Services**

rademic Integrity	A :
	Assistant Dean of Curriculum & Student Academic
	<u>Affairs</u>
eademic Mission	<u>Dean</u>
ademic Planning Calendar	Assistant Dean of Curriculum & Student Academic
	<u>Affairs</u>
eademic Review	Assistant Dean of Curriculum & Student Academic
	<u>Affairs</u>
	Associate Dean of Academic Planning and
Ü	Administration
	<u>Director of Career Services</u>
ppointments with Dean	Executive Assistant to the Dean
S	Assistant Dean of Curriculum & Student Academic
	<u>Affairs</u>
	<u>Director of Operations</u>
ackboard/Online Course Support	Director of Student Academic Support
ogs	Director of Faculty Affairs and Communications
reer Services	<u>Director of Career Services</u>
italog	Director of Faculty Affairs and Communications
ontact & Address Database	Director of Faculty Affairs and Communications
ourse Cancellations	Director of Faculty Affairs and Communications
ourse Evaluations	Director of Faculty Affairs and Communications
an's Advisory Council	Associate Dean of Academic Planning and
	Administration
ean's Rep Assignments	Office Manager
partmental Budget Balances	Executive Secretary
partmental Budget Oversight	<u>Director of Operations</u>
ssertation Processing	Director of Student Academic Support
ssier Service (Students)	GFDOSSIER@newschool.edu
ecutive & Budget Committee	<u>Dean</u>
ecutive Faculty	<u>Dean</u>
culty Hiring Requests	Associate Dean for Faculty & Curriculum
culty Orientation	Director of Faculty Affairs and Communications
aculty Reviews	Associate Dean for Faculty & Curriculum
culty News & Announcements	Director of Faculty Affairs and Communications
overnance & By Laws	Associate Dean for Faculty & Curriculum
	Director of Student Academic Support
	Director of Operations
	Associate Dean for Faculty & Curriculum

<b>Human Resources Liaison</b>	Associate Director of Administration
Inter-Divisional Planning Liaison	Associate Dean for Faculty & Curriculum
Inter-University Consortium	Assistant Dean of Curriculum & Student Academic
	Affairs
Inner-University Registration/Grades	Office Manager
IT Liaison	Associate Director of Administration
Lang Curricular Liaison	Assistant Dean of Curriculum & Student Academic
	Affairs
New Student Orientation	Office Manager
Office and Lab Set-Up	Associate Director of Administration
<b>Operations Management</b>	Director of Operations
<b>Operations Liaison</b>	Associate Director of Administration
Part-Time Faculty Affairs	Director of Faculty Affairs and Communications
Payment Procedures (Non-Salary)	Executive Secretary
<b>Personnel Process Coordination</b>	Associate Director of Administration
PRAs (Faculty and Staff )	Associate Director of Administration
PRAs (Students)	Director of Student Academic Support
Registrar Liaison	Director of Student Academic Support
Reimbursements	Executive Secretary
Research & Travel Fund Balances	Executive Secretary
Room Scheduling	Executive Secretary
Schedule Builder Coordination	Academic Coordinator
Scholarship Administration	Director of Student Academic Support
Software Liaison	Academic Coordinator
Space Allocation and Access	Associate Director of Administration
Special Events Coordination	Associate Director of Administration
Special Events Payments	Executive Secretary
Staff Hiring Requests	Associate Director of Administration
Student Advisor Supervision	<u>Director of Student Academic Support</u>
Student Advisors (Training)	Student Advising Coordinator
Student Assistantships	<u>Director of Student Academic Support</u>
Student Appeals (Academic)	Assistant Dean of Curriculum & Student Academic
	<u>Affairs</u>
Student Appeals (Administrative)	Director of Student Academic Support
Student Employment (w/s, TA, RA)	Director of Student Academic Support
Student Disability Services Liaison	Director of Student Academic Support
Summer Program	Associate Dean for Faculty & Curriculum
Telephone Services	Associate Director of Administration
Travel	Executive Secretary
Tuition (External)	Associate Director of Administration
University IDs	Associate Director of Administration
Viewbook	Director of Faculty Affairs and Communications
Visa Processing (Faculty)	Associate Director of Administration

Visiting Scholars Program	Executive Assistant
Website	Director of Faculty Affairs and Communications
Workload Reports	Associate Dean for Faculty & Curriculum

2012-2013 Department Chairs, Directors of Undergraduate Studies, Secretaries

Department/Program Chairs			
DEPARTMENT-	CHAIR	OFFICE	PHONE
PROGRAM			
Anthropology	Janet Roitman	6 E. 16th, Rm.	
		928	229.5757x3388
Economics	Theresa Ghilarducci	6 E. 16th, Rm.	229.5717x3045
		1127	
Historical Studies	Jeremy Varon	65 W. 11th,	229.5100x2243
		Rm. 254	
Liberal Studies	Stefania de Kennesey	6 E. 16th,	229.2747x
Philosophy	James Dodd	6 E. 16th, Rm.	229.5707x3076
		1016	
Politics	Vicky Hattam (fall)/Andreas	6 E. 16th, Rm.	229.5747x
	Kalyvas (spring)		
Psychology	Emmanuele Castano/Jeremy	80 5th, Rm.	229.5727x
	Safran		
Sociology	Robin Wagner-Pacifici	6 E. 16th, Rm.	229.5376x3014
		922	

Department/Program			
Secretaries			
DEPARTMENT-PROGRAM	SECRETARY	OFFICE	PHONE
Anthropology	Melissa Alexander	6 E. 16th, Rm. 926A	229.5757x3013
Economics	Barbara Herbst	6 E. 16th, Rm. 1129A	229.5717x3044
Historical Studies	Cypriano Stephenson	80 5th, 5th fl.	229.5100x4927
Liberal Studies	Camila Andrade Gripp	6 E. 16th, Rm. 711A	229.2747x3026
Philosophy	Despina Dontas	6 E. 16th, Rm. 1015A	229.5707x3078
Political Science	Nancy Shealy	6 E. 16th, Rm. 733A	229.5747x3090
Psychology	Janiera Warren	80 5th, Rm. 731	229.5727x3119
Sociology	Jesse Sze	6 E. 16th, Rm. 919A	229.5737x3125

<b>Directors of Undergraduate Studies</b>			
DEPARTMENT	DIRECTOR	OFFICE	PHONE
Anthropology	Larry Hirschfeld	80 5th, Rm.	229.5757
Economics	Sanjay Reddy	6 E. 16th, Rm. 1127	229.5700x3045
History	Jeremy Varon	65 W. 11th, Rm. 254	229.5100 x2243
Liberal Studies	N/A	6 E. 16th, Rm. 712	229.2747x3027

Philosophy	James Dodd	6 E. 16th, Rm. 3076	229.5707x3079
Political Science	Tim Pachirat	6 E. 16th, Rm. 723	229.5747x3085
Psychology	Joan Miller	80 5th, Rm. 618	229.5727x3258
Sociology	Rachel Sherman	6 E. 16th, Rm. 916	229.5737x3384

## SCHEDULE OF KEY FUNCTIONS FOR CHAIRS

**Faculty can locate the University's Academic Calendar** online and in the MyNewSchool portal. This provides key dates for student orientation, registration, deadlines, drop/add periods and holidays.

Faculty can also access MyNewSchool to retrieve all information about class schedules, grading, access to Blackboard, IT assistance, and more.

Below is a **monthly listing of key NSSR administrative functions** frequently involving NSSR departments (and department chairs):

## **JULY**

#### Students:

- Student advisors in each department attend training (by NSSR Academic Affairs)
- Student advisors and office of Academic Affairs prepare academic review data (on student progress) for chairs
- Fall incoming students begin pre-registration online

## **Budget:**

Dates below are set by Accounting in a year-end memo. Requests should be received by the Director of Operation minimally 3 days before cut-off date for review and approval.

- Last day to submit Payroll reclassifications through June of current fiscal year (on or around July 6th)
- Last day to deposit cash and checks for current fiscal year (on or around July 7<sup>th</sup>)
- Last day to request cash disbursements and reimbursements for current fiscal year (on or around July 14<sup>th</sup>)
- Last day to submit non-payroll corrections and reclassifications for current fiscal year (on or around July 18<sup>th</sup>)

## **AUGUST**

#### Students:

• Orientation for new graduate students (1 week generally in August before classes begin; chairs should plan to attend afternoon department meetings)

#### Faculty:

- Faculty standing for reappointment or tenure submit dossiers to department chair (by Aug. 1)
- Reappointment & tenure dossiers sent by department to external evaluators (by Aug.
   7)

## **SEPTEMBER**

#### Students:

- Department welcoming parties hosted (by student associations)
- Chairs attend individualized meetings organized by Academic Affairs to review student academic progress and discuss probated or unsatisfactory student cases

#### Curriculum:

• Departments begin work on any scheduled program self reviews

#### **OCTOBER**

### Students:

Chairs work with student advisors to sign all academic review sheets sent to student on academic progress; signed forms must be sent one week *prior to November 1*<sup>st</sup> web registration

## Faculty:

- Letters from external reviewers for faculty standing for reappointment and tenure must be submitted to departments (by Oct. 15)
- Departmental reviews of reappointment and tenure dossiers completed (by Oct 31)
- Visa preparation for spring foreign nationals

#### Curriculum:

• Chair receives curriculum planning documents; chairs (in conjunction with directors of undergraduate studies) must initiate a call for all faculty leave requests and course proposals (graduate and undergraduate)

• Chair with DUS and department secretary compile the full picture of department curricula for the following year including part-time hiring requests based on curricular needs

## **NOVEMBER**

#### Students:

- Teaching fellowship application review begins (with director of undergraduate studies in each department assisted by NSSR Academic Affairs & Provost's office)
- Student travel and research fund applications reviewed (in consultation with department faculty & coordinated by NSSR Academic Affairs)
- Registration for spring semester begins.

#### Faculty:

• Dossiers reviewed for faculty standing for reappointment, tenure; divisional committees and deans complete reviews by end of fall semester

#### Curriculum:

 Chairs and directors of undergraduate studies bring all written materials on curriculum to discussions with designated deans; data, needs and potential PT requests discussed; meetings coordinated by dean's office staff (include staff at Lang and NSSR)

#### **DECEMBER**

#### Curriculum:

- Final curriculum and PT hiring requests are reviewed by dean's office and chairs receive notification of PT hiring budget (before or directly after winter break)
- Schedule building begins by secretaries for graduate courses (directors of undergraduate studies help coordinate with Lang College staff); courses finalized for summer registration and next fall/spring academic year
- Current term course evaluations are provided to registered students about 3 weeks before the end of term
- Program self review report due in dean's office

### **JANUARY**

#### Students:

• Chairs review and sign graduation petitions (coordinated with student advisors)

#### Curriculum:

- Department secretaries continue course scheduling (inputting all days/times) for upcoming summer term and next academic year (working closely with department chairs)
- Chairs ensure faculty finalize their course offerings
- Chairs begin planning for any program review external visit
- Chairs are provided access to on-line course evaluations

#### **FEBRUARY**

#### Students:

- Student advisors evaluated (by NSSR Academic Affairs coordinating with chairs)
- Academic review data on student progress run and given to student advisors for initial review

## Faculty:

• Deans notify faculty in writing regarding their upcoming review and provide a timeline of the review process

### Faculty Hiring:

• Departmental discussions of full-time hiring requests for next academic cycle

#### Curriculum:

• Schedule building for summer, and next fall and spring is finalized (chair/faculty continue to work closely with deans office staff and secretaries on all changes)

### **MARCH**

#### Students:

- Department student advisors selected (positions advertised w/start date, July 1)
- Chairs attend individualized meetings organized by Academic Affairs to review student academic progress and discuss probated or unsatisfactory student cases; chairs sign all academic review sheets prior to April registration
- Continuing student scholarship/fellowship/assistantship application review, ranking, awards (coordinated by department CAAS representative and NSSR academic affairs)

### Faculty:

• Faculty scheduled for fall reappointment, tenure and promotion reviews submit CV and names of external evaluators to department chair (by March 1)

#### Faculty Hiring:

• Full-time hiring requests for next academic cycle discussed by chairs collectively and finalized (with dean before sending to provost)

#### Curriculum:

• Chairs and secretaries ensure all details on course scheduling is finalized; faculty place book orders on the Barnes and Noble website (so students receive course costs prior to April registration)

### **APRIL**

#### Students:

- Department handbook starts to receive edits from chair (with student advisor input/support)
- Department's student advisor choice for next academic year submitted by chair to NSSR Academic Affairs
- Student applications for travel and research funds reviewed (in consultation with department faculty & coordinated by NSSR Academic Affairs)
- Registration for fall term begins

#### Faculty:

- Faculty identified to serve on review and other departmental and divisional committees in the following year
- All faculty sent electronic request to provide dean's office with final updates on their yearly grants, scholarships, teaching and advising (also known as faculty "annual report")

## **Budgets:**

- Current fiscal year activity reviewed and department budgets built for next fiscal year (with NSSR's Director of Operations)
- Department's budget finalized for next fiscal year (with NSSR's Director of Operations)

## Catalog/Publications:

Chairs review NSSR divisional bulletin copy (in coordination by NSSR dean's office)

### MAY

#### Students:

- Updates to department handbook submitted (to NSSR Academic Affairs)
- Chairs attend divisional graduation ceremony (with chairs presenting department graduates)

#### Curriculum:

- Current term course evaluations are provided to registered students about 3 weeks before the end of term
- Chairs of departments scheduled for program self review next year meet with provost's office staff to plan self review

#### Personnel:

• Staff performance evaluations by chairs and other supervisors due

## JUNE (end of fiscal year, June 30<sup>th</sup>)

#### Students:

• Graduation petitions reviewed and signed (by chairs and coordinated with student advisors)

#### Faculty:

- Visa preparation for fall foreign nationals
- Final deadline for Board of Trustees' decisions on reappointment, tenure and promotion cases

#### **Budget:**

Dates below are set by Accounting in a year-end memo. Requests should be received by the Director of Operation minimally 3 days before cut-off date for review and approval.

• Last day to submit Payroll reclassifications thru May of current fiscal year (on or around June 2nd)

#### Catalog/Publications:

• Chairs finalize NSSR divisional bulletin copy (in coordination w/ dean's office)

Chairs are asked throughout the year to sign students petitions (for example, regarding transfer credits, change of department or change of status from MA to PhD, and other petitions involving academic affairs). Student petitions are discussed in next sections and chairs should feel free to contact academic affairs with questions.

Other projects involving chairs include the middle states study every decade and/or department self-studies (now being established during a 7-year cycle through the provost's office). Chairs are kept informed about such matters and supported by NSSR dean's office.

#### CURRICULUM AND PROGRAM DEVELOPMENT

## **Curriculum Planning Schedule**

Starting in September and early October, chairs receive a curriculum planning memo from the dean's office. This initiates comprehensive course planning for the following academic year.

During October, each chair should collect information about academic planning for the following academic year. The dean's office will schedule a meeting in November with each chair and director of undergraduate studies to discuss the following:

- faculty leave requests & grant applications pending for the next academic year
- plans for who will serve as the future department chair and director of undergraduate studies
- course proposals by all faculty with days/times desired (graduate and undergraduate included)
- department requests for part-time and (potential) full-time hiring including rationale for curricular need (with full-time requests finalized later in spring)
- CVs of part-time hires being requested by department

Chairs also work with their secretaries and the director of undergraduate studies to collect necessary information. Chairs may receive additional reports from the dean's office on department enrollment trends, comprehensive sabbatical accrual charts for all faculty, expected student class size, and MA and PhD advising loads.

After a chair submits planning materials and any requests (in November), the dean's office follows up with a memo to the chair, ideally before or directly after winter break.

Chairs should act on their planning memos to

- \* use PT budget to find faculty & fill specific courses agreed upon (funds are not available as a pooled budget)
- \* email all part-time faculty choices (with CV) to the dean's office for final salary approval **and** for necessary set up in the university HR system
- \* follow up with secretaries (and part-time faculty hires) to establish exact teaching schedules, syllabi collection, course description, date & time for courses

(Department secretaries mst be involved in all course scheduling. They are the key staff building courses in the university system which allows for student registration.)

## **Coordination between Chairs/Directors of Undergraduate Studies**

Directors of undergraduate studies consult the appropriate undergraduate associate dean at Lang College to receive UG course planning materials (such as the timing of undergraduate courses, the number of small lectures requested and special advising courses needed). Undergraduate directors should coordinate all planning with the department chair. The two positions work together to assess

undergraduate needs. The chair should ultimately work on the distribution of faculty workload and course arrangements between graduate and undergraduate programs.

## **Part-Time Hiring, Evaluation and Union Rules**

Since chairs must be aware of the union rules governing their part-time faculty, they will also receive a list of any part-time faculty who have taught previously in the department. The list notes whether part-time faculty stand in a probationary or post-probationary period (based on length of time teaching) under the union rules.

Chairs, with support of dean's office staff, review the curricular fit of part-time union faculty rehired and determine what program's obligations to faculty in our union. Chairs who need to conduct reviews of part-time faculty work closely with the associate dean and director of faculty affairs and/or HR. These offices provide information on part-time faculty evaluations. (Also see the faculty recruitment and hiring chapter of this handbook.)

## **Visiting Faculty and Scheduling**

Visiting faculty (from abroad, or from other institutions) need to teach for a full 15-week semester at the graduate level. Short courses or those taught every other week are often difficult to schedule (with the exception of pro-seminars or dissertation proposal workshops) due to their very limited enrollment and because of serious classroom space restrictions. Students also find these courses challenging for their schedules.

<u>Please invite visiting faculty for 15 weeks</u> unless the associate dean handling curriculum planning has been consulted very closely on the specific person under consideration, the budget, visa issues, and any special scheduling.

## **Course Scheduling and "Blackout" Meeting Times**

Graduate classes (three credits each) meet once per week for 1 hour and 50 minutes over 15 consecutive weeks. They are generally scheduled to start at 4 p.m., 6 p.m., or 8 p.m. to accommodate NSSR student work schedules. (A graduate seminar scheduled for 2 hour 50 minutes is definitely possible and faculty should let the secretary know of this desired schedule option.)

Undergraduate courses at Lang College receive 4 credits and meet two times per week generally for 1 hour and 40 minutes. There are now variations on this schedule and information is provided by the Lang Dean's office about 4 credit courses with reduced in-class time coupled with extensive outside class activities. (Some undergraduate classes are also scheduled one time per week for a longer time on Fridays.)

Chairs and secretaries must be sure to remind full-time faculty to avoid scheduling any classes during these collective meeting days/times:

- MONDAYS 12-2 (held by faculty on Tenure and Reappointment Review Committees.)
- WEDNESDAYS 12-2 (held for NSSR DEPARTMENT MEETINGS)

- WEDNESDAYS 2-3:30 (held for NSSR GENERAL SEMINARS, EXECUTIVE FACULTY MEETINGS, PLUS CHAIRS and EXECUTIVE & BUDGET MEETINGS).
- Thursday evenings at 6 or 8 p.m. (generally reserved for special department seminars/workshops; faculty can check with departments)
- THURSDAYS 4-6 (for Lang ALL FACULTY MEETINGS or LANG CHAIRS' COUNCIL which directors of undergraduate studies attend in consultation with Lang's associate dean)
- Tuesdays 4-6 (also reserved for other Lang committee meetings—Lang Dean's Executive Council, the Lang Diversity Committee, and/or Lang's Academic Curriculum Committee (ACC); faculty may serve on such committees in spring before the academic year begins)

## **Summer Course Planning**

The NSSR solicits summer course proposals during November curriculum planning.

Summer session runs June-July on a compressed schedule. Faculty who teach summer courses receive extra compensation. Summer courses need a minimum of eight students to run.

Chairs are welcome to expand departmental summer offerings to encourage creative options for meeting student needs.

## **University Lecture Courses**

All BA-seeking New School undergraduates are asked to take two "University Lecture Courses" (ULEC) during their career.

The overall future mission for TNS large lecture courses (coordinated via the Provost's office) is under review. However, at the moment, they serve two purposes: they provide core/introductory courses in a department/concentration and/or serve as interdisciplinary offerings highlighting creative strengths and interests of faculty within the New School.

Early in curriculum planning, NSSR chairs (and undergraduate directors) should discuss faculty interest in planning ULECs, keeping in mind that university lectures also give graduate students valued teaching assistantships.

Teaching assistant competitions for graduate students are coordinated through the Provost's office and the NSSR dean's office.

#### **Undergraduate Students in 5000 Level Graduate Courses**

NSSR departments may allow a number of advanced undergraduates (usually capped at five) to enroll in graduate level courses.

Three types of undergraduate students usually take graduate courses:

- 1. Undergraduates who have opted to take a graduate course for 3 credits and to use this toward completion of 120 credits for the BA.
- 2. Undergraduates who choose a graduate-level course specifically "cross listed" by the Lang dean's office and often providing 4 undergraduate credits given the Lang registration course code designed for the course.
- 3. Undergraduates officially accepted into an accelerated BA-MA program either in Eugene Lang College or The New School for General Studies Bachelors Program and who will "swing" (or share up) to 12 graduate-level credits between their BA program and an NSSR master's degree.

BA-MA students must receive ongoing advice and apply properly to this accelerated program. They should be directed to seek Lang advising office information first. See a description of this degree at <a href="http://www.newschool.edu/lang/degrees/">http://www.newschool.edu/lang/degrees/</a>

#### **Book Orders**

In order to comply with new federal guidelines, the university requires all faculty to identify and list on the Barnes & Noble website books likely required for their classes. The federal higher education opportunity act ensures that university students know the basic cost of classes during registration, including book purchases. All faculty should plan to load book order information onto the B&N website (even if it's only a best guess) by October 15 (for the next semester spring courses) and by March 15 (for next semester fall courses).

The dean's office via secretaries will send information regularly to faculty about how to submit book information on the Barnes & Noble website or by email:

http://newschool.bncollege.com or sm200@bncollege.com

Barnes & Noble faculty liaisons are Francine Sigismondi: 212-293-3364 (tel:212-293-3364)& Angela Auruoro: 212-293-3361 (tel:212-293-3361).

#### **ACADEMIC POLICIES**

#### **Enrollment and Course Cancellations**

Chairs should be aware that courses can be cancelled if enrollment drops below a certain level. Courses taught by full-time faculty need to enroll at least 5 students; part-time faculty at least 8 students (not including auditors). The NSSR dean's office stays in close touch with chairs, student advisors and faculty to work on supporting courses and sharing information about courses across departments (during an "enrollment watch" where all NSSR course enrollments are reviewed) at the start of each semester.

## **Grading**

All grading at the university is done via the faculty tab within MyNewSchool. Grades at the NSSR must be posted within one week from the end of courses (including grades of "incomplete").

If faculty find that a credit-taking student is not on a grade roster, they should ask the student to contact the department student advisor about their registration status. Only the primary instructor can post grades in courses with multiple instructors.

Change of grade forms (usually used for late grades that come forward after the on-line grading period is closed) are available through MyNewSchool.

## **Incompletes Policy**

The NSSR discourages students from taking incompletes. Students find their funding as well as academic progress significantly affected by incompletes.

That said, any NSSR graduate students may receive a temporary grade of "I" upon approval of an instructor. When a student completes work to be graded, the faculty member fills out a change of grade form with the department secretary. However, the timeline for completing work is strict. Students receive notices about the policy which appears in our bulletin as follows:

"The time allowed for the removal of an incomplete is one year after the end of the semester in which the course was offered. After the first year has elapsed the grade is changed to a permanent incomplete N and cannot be overturned. Students who attend a class to complete an incomplete grade will be expected to register and pay for the class as an audit. In these cases, students must obtain the instructor's approval to attend a class. Grades of GM will be converted to N if a grade is not entered within the year. In unusual circumstances, PhD students (only) are eligible to request two 6 month extensions for the incomplete. This will require the signature of the instructor, department chair and assistant dean of academic affairs. Following the first extension, the PhD student may request one additional, final 6 month extension with documentation regarding the extenuating circumstances necessitating the request. This too must be approved by the instructor, department chair, and assistant dean of academic affairs. Petitions for extensions of

incomplete grades for PhD students are available in the NSSR office of student academic affairs. In no case will an incomplete be extended for a PhD student for more than two years."

\* Students who began matriculation prior to fall 2008 will be held to the previous policy which allows for two six-month extensions at the MA and PhD levels, as noted in prior bulletins.

#### **Student Grievances**

Chairs or faculty who face student grievances can look to the NSSR website <a href="https://www.newschool.edu/nssr/subpage.aspx?id=9246">www.newschool.edu/nssr/subpage.aspx?id=9246</a> for explicit policies that explain how grievances are to be handled. Chairs should also make use of staff in the NSSR office of academic affairs. The NSSR office of academic affairs works closely with faculty about complaints regarding student conduct, grades, academic honesty, or unusual on matters. Our graduate division also provides options for appealing department-based decisions where relevant. Most often this occurs through an initial review by NSSR academic affairs, a review by the NSSR student academic affairs committee (which has faculty and student representation) and a final decision by the NSSR Dean.

## **Dissertation Committees**

Four members of The New School for Social Research (unless special arrangements are approved by the dean) have the special responsibility for the conduct of the (dissertation) defense. The defense committee includes the three members of the dissertation committee plus one dean's representative from outside the department.

### **Role of Dean's Representative**

The NSSR committee member from outside the department is referred to as the "Dean's Representative." The role of the Dean's Representative is to ensure that appropriate standards and procedures are upheld. The Dean's Representative is not expected to make detailed comments on the dissertation, although that would be welcome when appropriate.

The NSSR office of academic affairs has responsibility for selection and appointment of the Dean's Representative. The Dean's Representative must be chosen at the time when a department is scheduling the oral examination of the dissertation proposal, and it is preferred that the same individual serve subsequently at the defense of the dissertation. The office of academic affairs works with each department secretary to obtain a list of students who are expected to defend their proposal or dissertation in the upcoming academic year. During the academic year, each secretary should contact NSSR academic affairs to facilitate the identification of an appropriate Dean's Representative, and always before a defense is scheduled. NSSR academic affairs keeps records, drawn from paperwork for oral examinations and dissertation defenses, of faculty members serving as Dean's Representative. NSSR academic affairs assigns the faculty member "at the top of the queue," as determined by prior service. The estimate is that NSSR full-time faculty members will be appointed about two to three times per academic year as Dean's Representative. Faculty may attend more than 2-3 defenses due if they were previously appointed to a proposal defense and the student is now ready to defend their dissertation.

In certain circumstances, it may be appropriate for a faculty member from outside the New School for Social Research to serve as a member of a dissertation committee in order to provide expertise not available among NSSR members. Such committee members must be approved by the appropriate department chair. An External Examiner may replace one of the three NSSR faculty members required for a dissertation committee. Since External Examiners are not members of the New School for Social Research, they are not to serve as Dean's Representative or as dissertation chair. Because of the NSSR's limited resources, we cannot provide an honorarium for this service. In exceptional circumstances, the dean will attempt to provide reimbursement for travel expenses (not lodging) of External Examiners. Dissertation chairs should contact the dean in advance if they are interested in seeking reimbursement for travel expenses of an External Examiner. Quite frequently, former tenure-track members of the New School for Social Research who no longer teach here serve as members of a dissertation committee. They are considered dissertation committee members, not External Examiners. With prior approval from the dean, the dean's office will pay for the travel expenses of such former NSSR faculty members. Such former faculty members can seek reimbursement for lodging/meal expenses from the appropriate academic department.

## **Institutional Review Board**

New School students, faculty and staff engaged in research or supervising student research projects must be aware of their responsibilities for ethical conduct in any project involving the use of human subjects. Faculty and staff are responsible for research done by students under their supervision with respect to these matters. Each research design must be examined for possible risk to subjects. If even minor risk of physical, psychological, sociological or other harm may be involved, the faculty or staff member must consult with the University Institutional Review Board (IRB). Information for the IRB is available at: http://newschool.edu/leadership/provost/irb

#### **Academic Honesty**

Chairs should take time to read the academic honesty policy, including procedures for handling plagiarism, found both on the web and in the NSSR bulletin. Developed in consultation with department chairs, this policy allows for faculty autonomy in addressing minor or clearly unintentional forms of plagiarism, but the policy has strict procedures and penalties for major cases of academic dishonesty. Penalties include potential failure in a class and warnings issued as well as the potential for dismissal. The procedures for handling such cases are very important and faculty should be directed to the full policy when questions arise. They can also be directed to the assistant dean of academic affairs in the NSSR dean's office.

The complete NSSR policy is found at: <a href="http://www.newschool.edu/nssr/subpage.aspx?id=9256">http://www.newschool.edu/nssr/subpage.aspx?id=9256</a>.

## **Administrative Courses & Chair's Grading: CPT (Curricular Practical Training)**

All departments offer a CPT ½ credit course, designed for international students working offcampus in jobs related to their degree. In order for these students to receive a work-authorization from the international student services (ISS) office to work off-campus, they must register for this course. This course does not actually meet and the credit does not count toward the student's degree.

Economics and Philosophy have other courses which are attached to the department chair, but are taught by students. (In Economics this includes the Computer Language Workshop. In Philosophy this includes their French Reading Group; German Reading Group; Greek/Latin Reading Group; Proseminar.) Students are paid small stipends for running these non-credit, pass/fail courses. Before posting grades of P for all registered students in these courses, we recommend speaking with the student instructors.

#### Student Academic Petitions and Chair's Review

Chairs are heavily involved in approving student petitions at NSSR.

Upon receipt of any petition, chairs must review it and determine whether it should be approved or not and enter in the relevant information. See below for more information.

Reviewed petitions should then be sent back to NSSR academic affairs for final processing.

Timely attention to these petitions is crucial as many students are often waiting for these to be approved before they are allowed to register. All petitions except the Student Exit Form will be accompanied by the student's most recent transcript. Once petitions are fully processed, a copy will be sent to the student and another will be placed in the student's file.

Students can file petitions in NSSR academic affairs for the following:

- Extensions of Time
- Re-enrollment (if registration has been missed for up to 3 semesters
- Change of Status (approved to enter the PhD, for example)
- Change of Department

Students wanting to request any of the above should use a General Student Petition Form. A separate petition is used by students to request:

- Transfer of Credit
- Leave of Absence
- Official Withdrawal

#### Chairs should note the following policies related to petitions:

For Extensions of Time: Students have five years to complete all requirements for the MA degree and ten years to complete all requirements (including the MA degree) for the doctoral degree. This includes students in the doctoral program in Clinical Psychology. An extension of time must be granted to continue doctoral studies beyond ten years. When approving an extension of time, you must indicate how long the extension is granted for and what work should be completed within that timeframe.

*For Reenrollment:* Students who have failed to register for one, two, or three semesters must petition to reenroll in order to continue their studies. Chairs should review this request carefully.

For Changes of Status: Students seeking admission from an MA to a PhD program or from an MA to an MS program, or to change from PhDS (PhD student) to PhDC (PhD Candidate with proposal approved) status within the same department fill out this petition. For changes from MA to PhD, the chair must indicate who the student's faculty advisor will be.

*For Changes of Department:* If approved, the chair should determine which/how many courses are applicable toward the new program.

For Transfer of Credit Petition: Up to 30 transfer credits, including those granted towards the MA degree, may be granted toward the PhD degree for courses. MA students are allowed to transfer up to 3 credits to their MA degrees, with the exception of BA/MA students who may transfer up to 12 "swing" credits to their MA degree. Credits older than 10 years from the date of matriculation will not be accepted. Courses with a grade of B- or below will not be approved for transfer. When reviewing transfer of credit requests, chairs fill out the department section and indicate which courses are approved for transfer. Also indicate if any course/seminar requirements are fulfilled by the transfer credits.

## **Program Reviews (Self-Studies)**

The Provost's office has established a seven-year cycle for programs reviews or "self- studies." These will occur for all departments and programs around the university. Program reviews are an opportunity for faculty to evaluate the quality of their departments' graduate as well as undergraduate degrees. The reviews involve a written self-study and an external review process. Chairs should receive their self-study schedule from the dean's office with instructions and questions to answer. They manage the review and work closely with the NSSR associate deans to receive necessary data (which may be coordinated within the division or with central institutional research). Associate deans can provide advice and may have samples of previous reviews. (Data needed can include student enrollment trends and projections, graduates' success with job placement, results from student surveys, and the like.). The schedule for the current round of program reviews is: 2010-11: History, Liberal Studies; 2012-13: None (Middle States Review); 2013-14: Anthropology, Economics, Psychology; 2014-15: Philosophy; 2015-16: Sociology; 2016-17: Politics; .

#### **Middle States Accreditation**

Every ten years, the New School undergoes a comprehensive self-study coordinated through the Middle States Commission on Higher Education (part of the Middle States Association of Colleges and Schools that accredits degree-granting colleges and universities in the Middle States region). Program reviews (noted above) can feed into the materials required for this comprehensive Middle States review. Given the scope and mission of this review, departments and the division may receive additional requests for reports. The Middle State review is coordinated through the provost's office with designated working groups chaired by faculty and senior university administrators. Working groups meet, produce reports and share materials with accreditors who then schedule a

culminating site visit. The university receives a final report responding to its materials and review for (re)accreditation.

Among important, new materials now required by Middle States are fuller quantitative and qualitative assessments by faculty of "student learning outcomes" for each degree. Within NSSR departments, chairs have been facilitating conversations leading to a list of learning outcomes expected for each degree. These conversations will continue to be requested and reviewed each year. Chairs and designated department faculty are also initiating quantitative and qualitative assessments of one or more learning outcomes each year.

## **Academic Assessment and Learning Outcomes**

Assessing student accomplishments in achieving program learning goals each year is part of faculty and department work each year.

The provost's office has a director of assessment who has helped review department program learning outcomes for all degrees and provide strategies for assessing whether learning outcomes are being met. This provost staff member has worked closely with chairs to compile any assessment results and keep the dean's office aware of assessment needs.

#### **STUDENTS**

#### **Admissions Procedures**

The priority application deadlines for admission are: Spring: October 15 (then rolling until December 1) Primary review period: November Fall: January 15 (then rolling until June 1)Primary review period: Feb. & March

Approximately 1300 applications are received per year (87% are for fall entry).

The four-step application review process is:

- 1. Completed applications are evaluated by faculty;
- 2. Admission director(s) evaluate and code decision;
- 3. Accepted applicant files are sent to CAAS (Committee on Admissions, Awards & Scholarship);
- 4. Applicants are notified.

Faculty attendance is needed for all on-campus recruitment and yield events, generally three each semester. The Director of Admissions may contact chairs directly about inviting faculty to attend these events.

The Office of Admissions collaborates with the dean's office and with departments to achieve enrollment goals that are established by the provost in consultation with the dean's office and departments. In keeping with the university's centralization model NSSR admissions is assisted by the graduate admission team from Milano & General Studies. The primary responsibility of the Admissions Office is to manage all aspects of the admission process. Specifically, the office plans and coordinates the marketing and recruitment of prospective students, represents the school at recruitment events, manages the application and notification processes, provides reports and collaborates with the dean's office and faculty in yielding a selective class.

Located on the third floor at 72 Fifth Avenue the Admissions Office, x3010 is led by Robert MacDonald, Director, <u>macdonar@newschool.edu</u> (x3007) and Henry Watkin, Associate Director, <u>watkinh@newschool.edu</u> (x3011).

#### **Scholarships and Fellowships**

Continuing students who wish to be considered for scholarship funding for the first time or for an increase can file an application for scholarship support for currently enrolled students. Students already receiving scholarship support do not need to submit new applications each year. An additional application and supplemental materials are required for the University Fellowship and Dissertation Fellowships. Completed forms are due March 1 in NSSR academic affairs.

A list of applicants and copies of applications are sent to each department's Committee on Awards and Scholarships (CAAS) member who is responsible for coordinating the review of applications and sending recommendations of awardees to the associate dean for academic planning and administration. Due to the urgent nature of these competitions, CAAS members are required to ensure that the agenda for the first March faculty department meeting be dedicated to reviewing these applications.

Chairs should plan to choose their department CAAS member for the next year by the end of each spring semester.

## **Teaching Fellowships**

PhD students may apply to teach undergraduate courses at the university. The competition is coordinated by the Provost's Office and students apply in late fall semester for the following academic year. Departments will receive lists for all applicants. The provost requests that the faculty evaluate applicants as either "recommended" or "not recommended." This review process is coordinated by NSSR faculty who are the Lang directors of undergraduate study.

## **Assistantships**

Students apply for assistantships (RA and TA) to work with NSSR faculty and/or NSSR courses at the same time as the other continuing student scholarship and fellowship competitions: March 1<sup>st</sup>. CAAS members and chairs are responsible for distributing these applications to faculty to determine which students will be appointed to TA and RA positions. Applications for teaching assistantships in the University Lecture courses and teaching fellowships in other New School divisions are administered through the office of the provost and do not require NSSR faculty vetting, unless the faculty member is a lead member of a ULEC course.

#### **Student Travel Fund**

The NSSR dean's office provides departments with funds to award student research and conference travel. Submissions of proposals are due twice in the academic year, on November 1<sup>st</sup> for travel and conferences occurring between December 15<sup>th</sup> and June 15<sup>th</sup> and April 1<sup>st</sup> for travel and conferences occurring between June 15<sup>th</sup> and December 15<sup>th</sup>. Proposal guidelines will be advertised each semester by NSSR's office of academic affairs. Academic affairs coordinates the competition and sends lists of applicants, budget information and copies of applications to chairs shortly after the applications are received for department faculty review and assessment.

#### **Advising and Registration**

Advising for registration at NSSR often involves the department student advisor. The student advisor is an advanced student appointed by the department and works to register, support, and orient NSSR students to the technical requirements of their degree programs.

Reporting to the department and the NSSR office of academic affairs, student advisors conduct correspondence with students, faculty, and staff while also maintaining students' files. They also gather information for the bi-annual student academic review; many maintain dissertation data, complete paperwork for defenses and exams and assist students in completing petitions. They also attend certain departmental faculty meetings and are trained in specific tasks during monthly student advisor meetings. The position is 20 hours per week in most departments and 15 hours per week in history, liberal studies, and for 2 of the 3 psychology advisors. A complete job description is available from the NSSR director of student academic support.

Student advisors are selected by departments every spring. In March, the coordinator of student advising sends the updated advisor job description and information about the duties of the position and compensation to chairs, and asks for advisors to be selected by April 15<sup>th</sup>. Once the department has selected the advisor, advisors are sent a letter of appointment listing the summary of key expectations. In June, new student advisors meet with continuing advisors for training purposes. After beginning on July 1<sup>st</sup>, advisors participate in a series of trainings with the coordinator of student advising and appropriate NSSR and university staff.

Continuing student advisors are evaluated yearly. In the fall, students are given a questionnaire in their student evaluations to rate advisors' performance. That information is combined with feedback from the department chair and NSSR staff to create a performance evaluation. The student advisor also fills out a self-evaluation to identify strengths and areas where there is the possibility of growth. Student advisors meet with the coordinator of student advising to discuss these evaluations. Student advisors should not hold the position for more than three years.

## **Faculty Advising**

Departments have different procedures for faculty advising. For Master's students, some departments assign individual faculty advisors while others designate the chair as the advisor to all MA students.

Department chairs should take initiative in assigning MA students to faculty advisors and in promoting discussions about active faculty advising for both MA and PhD students.

At the PhD level, students should be admitted with a specific faculty advisor and plan to form a committee before completing relevant defenses.

Dissertation committee data are tracked by a department's student advisors who sends that information to the coordinator of student advising (staff member in NSSR academic affairs). Faculty advising information is entered into a database from which faculty annual reports are created. Faculty have a chance to check and correct those annual reports and advising lists at the end of the academic year. However, chairs should check those lists early in the year to ensure all students (including MA students) have a faculty advisor.

Undergraduate advising loads are currently worked out in conjunction with the dean's office at Lang College and in conversation with the dean's office at NSSR. At the moment, joint faculty conduct registration and advising for a set number of undergraduate students each year. Department chairs (along with directors of undergraduate study) should receive information about advising loads at the undergraduate level and look carefully at these each year during curriculum planning and in PhD admissions discussions at the department level.

#### **Inter-University Doctoral Consortium**

NSSR students who have completed one year of study at NSSR are eligible for consortium classes, and CRNs are available for students seeking to register for these courses. CRNs for these courses are obtained from student advisors. (Because historical studies and liberal studies currently remain

terminal MA programs, chairs in these programs need to review carefully student requests for doctoral consortium registration in the second year of the MA program. A chair who supports a student in the terminal master's taking a consortium course—generally to enhance thesis work--may write to the assistant dean for curriculum and academic affairs who will provide final approval before the student approaches a consortium school.)

Students may register for IUDC courses only from approved graduate arts and sciences programs. After registering students for Inter-University Consortium, student advisors send the student to NSSR academic affairs to compete the registration process. After this step, signatures can then be obtained from the instructor and officials at the other university.

Summer courses are not available through the Inter-University Doctoral Consortium.

For a full list of participating institutions as well as registration forms and additional information, go to: www.newschool.edu/nssr/subpage.aspx?id=18382

## **BA-MA Advising**

Students still finishing their undergraduate degree but accepted into an accelerated BA-MA program with one of the NSSR departments must register and receive their pin numbers through an undergraduate academic advisor. Once BA-MA students complete 120 credits and petition for their BA, they can officially begin their registration process with advisors at the graduate division.

They generally complete their MA one year after their BA is conferred. Students in the BA-MA program may take anywhere between 6-12 graduate credits while enrolled in the BA. These credits then "swing" between (count for both) their BA and MA degrees. At any point, BA-MA students are welcome to receive advice from faculty, NSSR department handbooks and graduate advising staff to ensure familiarity with our MA programs. However, while students complete their 120 undergraduate credits, their registration occurs through their undergraduate division.

#### **Academic Review**

Each department chair meets with student academic affairs staff in October and again in March (just before student registration) to check on graduate student progress.

This meeting, called "academic review," is initiated by the NSSR dean's office and includes significant preliminary fact checking about student cases by academic affairs and often the department student advisor. Before each meeting, the dean's office produces comprehensive data on student incompletes, GPAs, and how well students are meeting time to degree limits at MA and PhD level. The information about each student is compiled into worksheets for the chair and assistant dean in academic affairs.

The divisional "academic review" then provides department chairs with a comprehensive moment to see data on student academic progress and to work with staff on more complicated concerns, including cases where a student is on probation or ready to be dismissed. Student advisors may

attend the academic review meeting. Departments retain autonomy to conduct their own student reviews, and notably do so for any and all exams, internal entrance into the PhD, and the like.

Serious student cases are highlighted in academic review, and contact between chair/faculty and students prior to each registration cycle occurs as every student receives a letter summarizing their progress to date. Students in unsatisfactory standing are usually asked to submit academic plans before continuing to register.

Important academic policies at NSSR (developed with faculty) include the following:

Graduate students with less than a 3.0 term GPA or cumulative GPA are subject to academic probation and those who earn less than a 3.0 cumulative GPA for two consecutive semesters can be subject to dismissal.

Graduate Students who do not complete 50% of accumulative attempted credits after two consecutive semesters are also subject to probation and may not register for more courses. Incompletes significantly affect student scholarship support as well.

Time to degree limits include a maximum of five years for pursuing the MA and ten years for the PhD (unless significant progress is reported and extensions of time filed).

A calendar for academic review is as follows:

#### July – August:

- Data generated about all NSSR students
- Department student advisors and academic affairs receive data and supplement with any relevant information regarding unsatisfactory students cases in particular

#### September- October

- NSSR assistant dean reviews the academic data with each advisor and schedules individual meetings with department chairs about specific student cases
- Chair, faculty, and assistant dean plan potential registration holds or advising sessions for individual students

#### Mid-October

- Chair signs all "academic review sheets" for students in their department (must be done by third week in October)
- Department advisors with the support of NSSR academic affairs mail individual review sheets to every NSSR student (in "satisfactory" & "unsatisfactory" standing) before end of October

#### November

- Student registration opens for the next semester; students must receive their academic review sheets prior to registration; student see department student advisors for pin numbers and registration support
- Students check in with chairs, faculty, and assistant dean about holds and academic issues

(This review cycle is repeated in <u>February</u>, <u>March and prior to April</u> registration.)

## **Department Handbooks**

All NSSR department chairs revise their department student handbook each spring. The handbook tells students about faculty, degree requirements, special department policies, and NSSR-wide academic policies. The handbook is crucial for establishing department expectations and is legally binding in student disputes. It must be reviewed carefully by the chair (and department faculty). Student advisors also assist with the production process.

Chairs often take notes throughout the year on changes to incorporate into next year's handbook.

The chair leaves the department's final, electronic copy with the student advisor in early June after which the assistant dean in academic affairs does a final read-through.

Handbook changes are finalized in June, printed in hard copy, and posted on line by July 1st. Handbooks are then available for incoming student advisors and new students entering the program in July and August.

## **Student Support Services**

NSSR academic affairs has its own career services office. Please see the career services section of the handbook for more information.

Writing services are offered by the University Writing Center which staffs several graduate students to meet our students' writing needs.

The New School offers centralized student services for NSSR students. Students should be advised to contact central university offices for any of the issues listed below (including disability services, counseling at health services, etc.)

Information can be found on our website: http://www.newschool.edu/nssr/current-students/

In many cases, academic affairs acts as liaison for faculty and students to these central offices. Chairs and faculty can direct inquiries to the director of student academic support prior to or in addition to directing students to university offices.

Disability Services
Health Services
HEOP
International Students
Intercultural Support
New Student Orientation

Ombuds
Registrar
Academic Technology
FERPA (Privacy Rights)
Health Insurance
Housing
Meal Plans
NewCard
Rights and Responsibilities
Safety and Preparedness
Student Development and Activities

#### **Career Services**

Career Services at NSSR provides our graduate students with an array of information that helps them understand the demands and requirements of both the academic and the nonacademic job markets. The office provides assistance on job searches, writing curriculum vitae, résumés and research/funding proposals, cover and follow-up letters, thank you notes, mock job interviewing and job talks, networking techniques, negotiation of the compensation package, and presentation skills. Services also include information on how to create a teaching portfolio, prepare for the academic job market after graduation (CV, cover letter, mock interview, job talk, teaching sample), write conference abstracts, secure a postdoctoral position, or how to go about academic publishing. Information and coaching is provided both through workshops and one-on-one counseling. Relevant information on job search tools and strategies is also posted online at http://www.newschool.edu/nssr/subpage.aspx?id=76574.

The office provides information regarding job openings both in the academic as well as the nonacademic job market for both short-term and long-term assignments, professional positions, "survival" jobs, and internships. Openings are announced via the career services blog: http://blogs.newschool.edu/nssr-career-hub/.

NSSR students also have access to College Central, an online employer database where employers post jobs and internship opportunities specifically geared to graduate students of the humanities and social sciences (http://www.collegecentral.com/nssr/).

The office also offers assistance in finding an adjunct teaching position while a graduate student. For this purpose, the office has created a database that contains universities in the tri-state area including information on the departments existing in each institution as well as who to contact. This database is accessible for students and faculty. Along with this database goes a document that outlines steps of how to obtain an adjunct position.

Furthermore, the office sponsors speakers, events and career days relevant to employment outside of academia for those with degrees in social sciences.

In addition, the office provides information on external funding opportunities and helps students with their application and research grant proposal. The office also maintains a database with

external funding opportunities, including postdocs, fellowships, scholarships, and grants. This database, as the others, is accessible for students and faculty. The other databases include: financial firms and economic internships, nonprofit institutions, social marketing organizations, think tanks, and conferences.

Career services can also connect NSSR students with alumni from each department who have volunteered to mentor or share their experience via email or phone.

A career library is also available to NSSR students. The following materials are available: handouts from the workshops; samples of successful résumés, cover letters, CVs, and research/funding proposals.

For further information, please visit: http://www.newschool.edu/nssr/subpage.aspx?id=9282.

#### **Dossier Service**

The NSSR academic affairs office administers a dossier service that keeps on file letters of recommendation for PhD students who apply for the service. Students set up this file in preparation for applying for teaching positions, post-doctoral positions and other professional employment.

Establishing a dossier file ensures the confidentiality of letters of recommendation and the prompt distribution of credentials at a low cost. The service also makes it easy to send reference letters to multiple institutions and potential employers. The service is facilitated by the NSSR academic affairs senior office assistant (and has a separate email at <a href="https://great.org/great/grea

## **Student Organizations**

NSSR Departmental Student Associations: All departments have their own student associations with democratically elected representatives. The NSSR dean's office provides funding for the activities each semester. Student associations work directly with NSSR academic affairs on budget and administrative issues. On occasion, student associations will request financial or administrative support from departments for large events or projects. The associations are:

Anthropology Student Association
Economics Student Union
Historical Studies Student Association
Liberal Studies Students' Association
Philosophy Forum
People in Support of Women in Philosophy
Union of Political Science Students
Psychology Student Union
Sociology Student Association

Graduate Faculty Student Senate: The Graduate Faculty Student Senate (GFSS) is the representational student governance body for the New School for Social Research. It is charged with representing student interests across departments, and it is the student liaison to the NSSR administration. The GFSS also oversees the Student Fee Board, which allocates funds to students who present at academic conferences and the NSSR student publication, Canon. Students are appointed to the GFSS via departmental elections and then serve on various NSSR committees, such as E&B. While voting rights are only granted to departmental representatives, all students are allowed to participate in the GFSS. For further information regarding GFSS, e-mail gfss@newschool.edu

*University Student Senate*: The University Student Senate (USS) is the representational student governance body for the New School. All divisions are allocated representatives based on their student population. For more information regarding the USS, see: http://www.newschoolsenate.org/

#### **GOVERNANCE**

# **Voting Rights & Faculty Governance**

Voting rights fall into three main categories: university-wide, divisional, and departmental. In divisional matters, all full-time tenured, tenure-track, extended employment, and full-time visiting faculty have voice and vote at Executive Faculty meetings, and should attend all meetings.

Within departments, voting rights vary according to whether the faculty is a departmental member, an affiliate, visiting, or adjunct, and whether the issue is personnel related (appointment, reappointment, promotion), or not:

### **Departmental Governance**

#### Members

Membership in a department falls into one of four categories:

- (1) Professor, Associate Professor, or Assistant Professor, with tenure or holding a tenure-track position, and with their primary appointment in NSSR;
- (2) Faculty with extended employment;
- (3) Faculty on term and renewable term appointments;
- (4) Faculty members whose primary appointment is with another division of The New School. At the request of a department or committee, and with the permission of the dean of the home division and the consent of the appointments committee of the New School for Social Research, these faculty can become full members of departments. Such faculty will hold the title and rank they already have in their home division.

Responsibilities of members of departments: Student advising; supervising MA theses; chairing and serving on PhD committees; curriculum planning and development; attending meetings of the department or committee; representing the department or committee on divisional committees and at divisional or university events.

*Rights of members:* Teaching; voting on curriculum and governance issues; the right to participate in debates over the appointment of junior faculty and outside senior faculty.

All members can vote on extended-employment decisions. Only tenured members can vote on reappointment and tenure decisions; only associate and full professors can vote on promotion to associate professor; only full professors can vote on promotion to full professor; only tenured and tenure-track members can vote on junior appointments to tenure-track positions; only tenured members can vote on senior outside appointments.

### Adjuncts and Visitors

With the consent of the chair, and prior permission of the dean, adjuncts and visitors may teach graduate classes, supervise MA theses, and serve on PhD committees. Adjuncts and visitors may attend department and committee meetings, but they are *not* entitled to vote on curriculum, appointments, or promotion of full members.

# **Affiliates**

Departments and committees are free to invite faculty from other departments or programs within the NSSR, or other divisions of the New School to become affiliates, and to teach graduate classes. With the permission of the dean of the home division as well as the consent of the chair, affiliates may teach graduate classes, supervise MA theses and serve on PhD committees. Affiliates will hold whatever title and rank they have in their home department/program or division. Affiliates may attend department meetings, but they are *not* entitled to vote on curriculum, appointments, or promotion of full members.

# Professors Emeriti

The title of Professor Emeritus is bestowed by the board of trustees upon recommendation of the NSSR. The title is awarded for the life of the recipient, and they retain their email account and library privileges. They are not entitled to office space, but they may be allowed the use of an office by the department, space permitting. Teaching assignments will depend on the requirements and recommendations of the specific departments. Professors emeriti are *not* entitled to vote on departmental decisions.

### **Divisional Governance**

## **Chairs' Meetings**

Chairs at NSSR currently meet as a body once per month as convened by the NSSR dean. The meeting consists of the dean of the NSSR; chairs of all NSSR departments and committees, and other members of the NSSR administration designated by the dean to serve *ex officio*. Decisions taken at chairs' meetings carry the same weight as decisions taken by the E&B, unless the chairs expressly decide otherwise. Chairs' meetings are generally held one Wednesday per month, 2-3:30.

### **Executive & Budget Committee**

The steering committee of the NSSR is the E&B (Executive and Budget Committee). The E&B consists of the dean of NSSR; the dean of Lang College; all chairs of NSSR departments and committees; the associate deans and assistant dean, and any other members of the NSSR administration designated by the dean to serve *ex officio*; and two student representatives elected annually by the Graduate Faculty Student Senate. A chair that is unable to attend an E&B meeting should designate a department member to attend instead. Faculty senators may also attend, by invitation, to update the chairs on university senate business.

The E&B acts in a general advisory capacity to the dean, and functions as a representative of the faculty as a whole on all matters of NSSR policy; it nominates or appoints members of other

committees; helps prepare the agenda for executive faculty meetings; and reviews recommendations of other NSSR committees.

The dean of the NSSR convenes the E&B, which generally meets one Wednesday per month at 2-3:30 pm during the academic year.

## **Executive Faculty Meeting**

The executive faculty of the NSSR consists of (1) the dean, professors, associate professors, and assistant professors appointed to regular full-time or part-time tenured, tenure-track, or extended employment positions; (2) senior lecturers, lecturers, and all individuals on non-tenure track, renewable term appointments who teach regularly in the NSSR curriculum; (3) all persons with visiting teaching appointments, for the duration of their appointment at the NSSR; and (4) any person accepted as a member of the NSSR faculty by vote of the executive faculty.

The executive faculty normally meets three times per semester, normally on Wednesdays between 2 and 3:30. Special meetings may also be called by the dean, at the request of the E&B or the request of eight or more members of the faculty.

# **Elected Faculty Committees**

Appointment/Reappointments: New appointments of non-tenured faculty in tenure-track positions are subject to review by the appointment/reappointment committee. This committee includes at least one tenure-track member of each department and committee, as well as the dean of the NSSR, the dean of Lang College, and the dean of any other division involved in a joint appointment. Deans serve ex officio: they have voice, but no vote. All voting on the appointment/reappointment committee is by secret ballot. The appointment/reappointment committee is charged with determining whether the proposed appointment meets the basic academic standards of the division, and with gauging the likelihood that the appointment will make a substantial positive contribution to the teaching and advising needs of the NSSR and the university. The appointment/reappointment committee also reviews candidates for reappointment from among non-tenured junior faculty members with tenure-track positions, and faculty on renewable term appointments.

Tenure: The tenure committee reviews all proposals for tenured appointments, including the promotion of untenured faculty within the NSSR and the granting of tenure to newly appointed faculty from other institutions. The tenure committee also reviews all proposals for an appointment at the rank of full professor with or without tenure. The tenure committee consists of one representative of each department and committee within the NSSR, as well as three *at large* members chosen by vote of the executive faculty for three-year terms. Normally the chair of the department or committee will serve as a member of the tenure committee; if he or she is unable to do so, the senior faculty of the department or committee will choose another representative. All faculty members of the tenure committee, including the representative of the candidate's department, have the right to vote. The tenure committee also includes the dean of the NSSR; the dean of Lang College; and the dean of any other division involved in a joint appointment of a candidate for tenure. The dean of Lang College has the right to join the tenure committee for all of

its meetings, whether or not candidates for tenure also have appointments at Lang. Deans serve *ex officio*: they have voice, but no vote. All voting on the tenure committee is by secret ballot.

The tenure committee receives materials provided by the department or committee and also a file of other materials provided by the relevant division, in the case of a candidate for tenure who holds a joint appointment with another division of the university. The tenure committee makes its recommendation to the dean of the NSSR, who then makes his or her own decision in the case. If the dean of the NSSR rejects the recommendation of the tenure committee, he or she must justify any such rejection to the committee, either in person or in writing. In the case of joint appointments, the dean of the relevant division also makes his or her own decision in the case. If the dean or deans accept the recommendation for tenure, he or she or they will forward it to the provost and then to the president for their approval and the final approval of the board of trustees.

All tenure decisions, or internal or external appointments are subject to procedural review by the University Promotion Review Committee (UPRC), which follows all tenure committee reviews regardless of the recommendation of the committee.

### **Other Committees**

# NSSR Committee on Awards and Scholarships

Each department designates a member for the Committee on Awards and Scholarships (CAAS). That faculty member is responsible for coordinating the review of scholarship applications and sending recommendations of awardees to the associate dean for academic planning and administration. The first March faculty department meeting needs to be dedicated to reviewing these applications. Chairs should plan to choose their department CAAS member by December 1<sup>st</sup>.

# **Internal Department Admissions Committees**

Each department designates one or multiple faculty members to review admissions applications throughout the year. The application cycle for fall generally produces significant applications to read in the spring, although currently the NSSR also has a number of applicants who must be reviewed for spring admission as well. The Central admissions office works closely with departments to coordinate a review of applications. They also work closely with the NSSR associate dean for planning and administration.

### Student Academic Affairs Committee

This committee is convened on an ad hoc basis to hear grievances and special appeals that cannot be resolved internally by the department or faculty working independently with a student (for example on a grade dispute, plagiarism case, or dismissal). When convened, it consists of two faculty members, two students selected by the Graduate Faculty Student Senate, and an associate dean presiding as chair. The committee has the right to call a subcommittee to review materials and ask questions before forwarding a case to the full committee for a recommended course of action. The assistant dean of academic affairs prepares materials for the committee. The committee forwards its review to the NSSR dean who provides the final review and decision on the appeal or dispute.

## **Departmental Committees**

Departments and committees create and staff standing and ad hoc committees as needed to organize and facilitate the work of the department and program. Such committees deal with issues including admissions, curricular planning, student affairs, and faculty searches. In some programs, committees include graduate student representatives.

# Lang College Committees

Lang College retains its own committees and governing structures. Currently joint, and sometimes other department, faculty may be asked to serve on committees at Lang which include the following:

Chairs and Directors Council includes chairs, and directors of undergraduate studies of Lang programs; advises the dean on policy.

Academic Standards Committee (ASC) reviews and recommends academic policies at Lang, reviews students' academic standing, including grade disputes and student violations, and coordinates Lang's academic policies with University-wide academic policies.

Appointments and Personnel Committee (APC) reviews all proposed new full-time faculty appointments; reviews all term reappointments; participates in discussion/planning for revisions of Faculty Handbook.

*Reappointments and Promotions Committee (RPC)* conducts all fourth year and promotion reviews; participates in discussion/planning for revisions for Faculty Handbook

Civic Engagement & Social Justice Committee (CESJC) oversees the ongoing reciprocal and self-reflexive interventions that bring different communities into contact within the liberal arts framework of the College, ranging from community service to social justice activism to critical pedagogies. CESJC looks to coordinate efforts in civic engagement and social justice across disciplines at the college, with initiatives in other divisions at the university, and through partnerships locally, regionally, and globally.

Academic Curriculum Committee (ACC) oversees and develops academic policies and curricula, and coordinates and builds academic relations with other divisions at the university. Major changes to the College curricula and courses (e.g., college-wide required courses, new programs and majors, etc) are first vetted and approved by the ACC before moving forward for discussion at Chairs and Directors Council.

Academic Excellence Committee (AEC) Reviews and recommend graduation speakers; recommend students for various academic awards; advise students in applying for external scholarships and other academic opportunities.

Student Life and Outreach Committee (SLOC) The Student Life & Outreach Committee considers issues and makes recommendations dealing with admissions (i.e., promotional material), student life, extra-curricular activities, recruitment, community and public/academic events.

Admissions Committee Advises on incoming students; informs recruitment and selection process; helps shape incoming class.

Deans as well as department chairs will be consulted as appointments are proposed in order to coordinate workload and service obligations between the divisions.

# **University Committees**

Faculty may be asked to serve on a range of other university committees. Lists may be forthcoming, but often include the UPRC (hearing tenure and promotion cases), the University Curriculum Committee, the P3 (reviewing academic technology policies) and others.

# **University Governance**

# University Faculty Senate

The faculty senate is the university-wide forum for the faculty to:

- (1) Contribute to the governance of The New School through the exchange of information and views with the president, the provost, the administration, the board of trustees, faculty, students, alumni, and staff;
- (2) Deliberate and determine the faculty position on issues of concern to the faculty and make recommendations expressed as advisory resolutions with respect thereto;
- (3) Inquire into any matter of an educational or administrative nature that has implications for the academic function or welfare of more than one academic division of The New School, and make recommendations concerning such matters to the president, the provost, the board, or other appropriate persons at The New School;
- (4) Make such other advisory recommendations to the president, the provost, the board, or other persons at The New School as the faculty deems appropriate.

Each division elects its own senators, to two year terms, from among its "full-time and part-time Faculty, regardless of rank, who have taught credit-bearing courses for two or more consecutive academic years, and who are under active contract." Currently, the NSSR has four senate representatives. (See UFS Website: http://www.newschool.edu/ufs/.)

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#### FACULTY: RECRUITMENT & HIRING PROCEDURES

# **Submitting Full-Time Hiring Requests**

The process of hiring full-time tenure-track faculty members begins in the fall semester, during the curricular planning cycle. Departments should meet to decide their most pressing staffing needs for the next two to three years, and develop a prioritized list of full-time tenure-track, tenured, visiting and term appointment hires, spelling out the rationale for each request in terms of curricular and advising needs, commitments to interdisciplinary programs, and/or revision or expansion of the program. The list should specify the level of each requested hire, the joint division, the curricular area, and any university-wide programs to which the new faculty would contribute. The list should be submitted to the dean's office by the end of February. All requests for tenure-track hires will be discussed by the E&B, and all full-time hires, whether tenure-track, visiting, or term, require the dean's discussion with the joint division, and approval of the provost prior to advertising the position or considering applications.

# **Budget for the Search**

Prior to the start of any job search, department chairs must consult with the Director of Operations in the NSSR dean's office, regarding the budget for the search, requirements for reimbursement of expenses, and limitations on acceptable expenditures. Expenses can only be reimbursed against receipts. The dean's office will reimburse pre-approved travel costs including airfare and hotel. Departments are responsible for meal costs incurred, subject to a maximum amount per search.

## Posting Job Ad(s)

Once approval has been secured, the department should submit a draft advertisement to the director of faculty affairs and communications, to shepherd through the approval and posting processes. The ad will be posted to the New School website, but the department is responsible for posting the ad to websites relevant to the discipline following approval by the Provost's Office. If posting the ad will require payment, this should be discussed with the dean's office beforehand, for approval.

# **Search Committee**

The search committee should include at least three people, and may include more by decision of the department. Affiliated faculty may participate in the search, but normally do not have the right to vote on the choice of candidates. The chair of the search committee may be somebody other than the department chair. Attention should be paid to making sure the committee is representative, and may include non-tenured as well as tenured faculty, and jointly-appointed faculty, as well as students. If appropriate, a faculty member of the collaborating division should be included on the committee.

The responsibility of the search committee is to review all complete and relevant applications, and recommend a short list of 3-4 candidates for campus visits. The department should decide on the

procedure for determining the short list—secret ballot, or consensus through discussion are the most common procedures.

# **Handling Files**

All material in all application files is confidential, and files should be kept in a secure place, with restricted access. Names of applicants should be kept confidential, and only the names of those candidates invited to campus should ever be made public, and then only after candidates have agreed to a campus visit.

## **Campus Visits**

Departments are responsible for arranging all campus visits of job candidates. All candidates should be invited as far in advance as possible, and the invitation should include a written schedule of all meetings, events, talks, and meals involving the candidate. The schedule should also include the names and titles of all faculty, students, deans and others with whom the candidate will be meeting individually, and should specify the nature of any groups. Candidates should also be informed in advance of their lodging and meal arrangements, and should be asked if they have any specific dietary requirements, which should be accommodated as much as possible.

Visits should be scheduled in such a way as to make it possible to complete the search in a timely fashion, and care should be given to avoid conflicts with school holidays and breaks. Each candidate should follow a similar schedule, which should include meetings with the search committee, faculty members, graduate and undergraduate students, the deans of NSSR and the collaborating division.

Each candidate must give a presentation to interested faculty and students. The actual form of the "job talk" may vary according to the norms of the discipline, and departments may ask candidates to lead a classroom session at the graduate or undergraduate level as well. The search committee or department chair should also consult with the dean's office of the collaborating division about the job talk prior to any campus visits. All candidates should present the same type of job talk, and all candidates must be clearly informed at the time they are invited to campus of expectations for the job talk, and any classroom activities in which they are expected to engage. Job talks should be scheduled in rooms that can accommodate the candidate's technological needs, and talks should be advertised in advance.

## **Department's Top Candidates**

As soon as possible following the conclusion of the last campus visit, the department should meet to decide on the top candidate, and any acceptable alternates, and should forward this information as soon as possible to the dean. Decisions should be based on application materials, an assessment of the candidate's graduate and undergraduate teaching potential, and an assessment of the candidate's accomplishments and promise as a scholar. In addition, departments should consider the

candidate's communications and interpersonal skills, taking into account student feedback as well as feedback from faculty in programs related to the candidate's work.

Departmental recommendations to the dean should be accompanied by a letter containing the following:

- 1. An initial paragraph nominating the candidate with a summary of his/her qualifications;
- 2. A section entitled "Description of the Search" detailing search committee membership, methods used in the search e.g., where the position was posted, strategies and methods used to attract a strong and diverse pool of candidates. This section should also indicate the size of the candidate pool and its quality;
- 3. A section entitled "Finalists" listing, in order of priority, the finalists for the position. This section should include an analysis of the background and qualifications for each of the candidates selected for campus visits, the rationale for each finalist's ranking, and the case for the selection of the candidate of choice. The search committee may want to include its recommendation about how to proceed should the top candidate decline the offer. Finally it should describe how the committee arrived at its final determination;
- 4. With regard to the finalist candidate, the report should include an analysis of the candidate's scholarship; fit and position within the division, teaching record, including reference to courses taught, syllabi and teaching evaluations; and descriptions and comments of references.

#### **Divisional and Deans' Review**

Before an official offer of employment can be made to any candidate, the candidate's application file must be submitted to both the Lang APC (appointments and personnel committee) and the NSSR appointments committee. The director of faculty affairs & communications will arrange for each committee to review the candidate's file and make recommendations to the deans of each division involved in the hire. The deans follow up on the APC/appointments Committee recommendations with their own recommendation to the provost.

## Offer of Employment, Negotiations with Candidate & Board of Trustees Approval

The actual offer of employment and terms of all faculty appointments are negotiated by the dean, or their representative, in consultation with the provost's office. Chairs are consulted as appropriate throughout the process. No appointments are official until the board of trustees has reviewed the candidate's file and formally approved the hire.

### **Discussion and Appointment Letters**

Following a verbal offer of the position by the dean's office, a written proposal, the discussion letter, is sent to the candidate for consideration. The candidate may agree to this proposal, or may wish to discuss any aspect of their appointment, workload expectations, salary, leaves or other parts of the discussion letter. If agreement is reached through these negotiations, the candidate is sent a formal appointment letter. Both letters require approval of the provost before being sent to the candidate.

### **Arrangements for New Faculty**

All arrangements for new full-time faculty members, tenure-track or visiting, are handled by the associate director of administration. These arrangements include paperwork for payroll & benefits, taxes, and visas, as well as office space, moving expenses, and other kinds of assistance required by new faculty.

### **Part-Time and Visiting Faculty**

Departments consider their part-time and visiting faculty needs during the curricular planning cycle. Full-time visiting faculty and part-time faculty may be appropriate for filling curricular gaps left by leaves, resignation or retirement of regular faculty; they may also be appropriate for parts of the curriculum that don't warrant a full-time, tenure-track position. Requests for part-time and visiting hires should be submitted as part of the curricular planning packet for approval by the dean. Since all requests for part-time and visiting faculty hires have budget implications, all such requests are submitted to the dean's office and need approval from the dean before positions are advertised or offers are made.

## **Affirmative Action Policies**

The New School is committed to creating and maintaining an environment that promotes diversity and tolerance and that ensures equal opportunity for all members of the university. Equal opportunity means opportunity without discrimination in all areas of employment and education, regardless of race, color, sex, sexual preference, religion, physical handicap, and national or ethnic origin. The university committee on equal opportunity has the responsibility of formulating and implementing policies and procedures affirming this fundamental principle.

For more information regarding issues of equal opportunity and affirmative action at the New School, see:

http://www.newschool.edu/admin/hr/affirmative\_action\_execsummary.pdf

#### **FACULTY: REVIEWS**

#### **Procedures for Annual Reviews**

An annual evaluation of the performance of every faculty member, regardless of tenure-status or rank, is mandated by The New School's *Full-Time Faculty Handbook*. Since 2009, the NSSR and Lang have used an online faculty annual report system to fulfill this mandate by collecting and storing information about the annual accomplishments of all Lang and NSSR faculty, including those with joint appointments. In 2011 the university adopted this system for use university-wide, and added an online annual review component to the annual report.

The NSSR dean's office contacts faculty in the spring semester to request that they log into the faculty annual report website and enter all accomplishments from the current academic year. For the purposes of workload reporting, an academic year follows the university fiscal calendar. For example, for the academic year 2011-2012, faculty should enter accomplishments that occurred from July 1, 2011 through June 30, 2012. Faculty have until the end of the spring semester to enter all their updates. The request comes before the academic year is officially over in anticipation of faculty leaving immediately after spring classes end. Therefore, faculty should include any accomplishments they know of or anticipate will occur by June 30.

After faculty enter their accomplishments (information about awards, grants, publications, invited lectures and conference participation, professional service and university service, etc.), the dean's office merges this information with course data (including independent studies) and advising data (for MA students and PhD dissertations) and provides a PDF report for faculty to review in early June. Faculty let the dean's office know by mid-June of any inaccurate or incomplete information by contacting the academic coordinator. After this time, the final faculty annual reports will be run and saved in the dean's office records.

Starting in 2011, the annual report will be accompanied by an annual review, which consists of a brief review of each faculty member's annual report and accomplishments over the past year. The annual reports of each un-tenured full-time faculty member will be forwarded to their department chair, for completion of the annual review, which will then be shared with the faculty member and the dean's office. The annual reports of all tenured faculty will be transmitted to the dean, who will either complete the annual review portion, or will forward the faculty member's annual report to the department chair for further action. Exact details about the annual reviews are still being worked out (as of May, 2012) with the provost's office, and will be determined through consultation with the Executive Faculty in 2012-13.

The annual report site is available throughout the academic year, so faculty should feel free to enter accomplishments for the current academic year as they occur to both ensure none are forgotten and to reduce the amount of work required during a more busy time. Additionally, when a faculty logs into the site, s/he can see an archive of reports s/he submitted starting in 2009 or later (available as read-only). These are available as a reference and are printable.

To access the faculty annual report site, go to the following URL and login with your Groupwise email ID and your password for this site (which is not the same as your Groupwise password): <a href="http://65.36.190.63/admin/faculty/home.cfm">http://65.36.190.63/admin/faculty/home.cfm</a>

If faculty cannot remember passwords, they can click on the link "<u>Forgot your username/password?</u>" to have the password emailed to them.

Once in the site, faculty use the pull-down menu "View/Add/Edit Faculty Data" to insert information about awards, grants, publications, invited lectures and conference participation, professional service, and university service.

# **Procedures for Reappointment Review**

Reappointment reviews begin with notification, in February, during the academic year prior to the review, from the dean's office. Since the reappointment review is considered prelude to the tenure review, the timing and process of the reappointment and tenure reviews are similar, but with some specific differences.

## Timing of the Reappointment Review

A faculty member is normally considered for reappointment in his or her fourth year. In some cases, the review may come later, if the tenure clock has been stopped with the agreement of the tenure committee and the dean by research leaves or time off to attend to family obligations. In exceptional circumstances, a department may, with the agreement of the faculty member, make a recommendation for reappointment review before the fourth year—generally as part of the recruitment package. A faculty member who is denied reappointment in or before the fourth year will, if he or she wishes, have a terminal one-year appointment for the academic year following the negative decision. If more than one year remains in such a person's appointment following a negative reappointment decision, then the faculty member may fulfill the remaining time of appointment until the end of the fifth year with the understanding that upon completion of this time employment at NSSR ends.

#### External Evaluators

By mid-March, the candidate for reappointment should submit a list of names of possible external reviewers to the department chair. The list should include three to four names of scholars the candidate feels are qualified to evaluate their scholarship, its methodological strengths, originality and contnributio to the field of study. The list should include only scholars with tenure, preferably at institutions similar to The New School, with graduate and undergraduate programs. The list should not include names of undergraduate or graduate advisors, co-authors or close collaborators, or personal friends or family of the candidate. Candidates may also submit a list of no more than three people they feel may be prejudiced against their case.

Department chairs should request that other tenured members of the department submit additional names of potential reviewers, using the same criteria as above. In the case of joint appointments, the chair should contact relevant faculty in the other program or division, to request assistance with

compiling the list, and to solicit comment on the list. The complete list of potential reviewers should be submitted to the director of faculty affairs & communications in the NSSR dean's office, as notification that the list has been compiled.

By the end of April, chairs should be contacting potential outside evaluators. All reviewers should receive the same message from the chair (templates are available from the director of faculty affairs & communications). The request should be accompanied by a copy of the candidate's updated CV. There should be a minimum of four external letters and no more than seven for the reappointment review.

### Dossier Preparation

Following divisional and university guidelines, August 1<sup>st</sup> is the deadline for reappointment candidates to provide their department chair with a dossier complete with the following components:

- 1. Personal statement addressing 3 areas of excellence (from Full-time Faculty Handbook):
  - A. Research
  - B. Teaching and Advising
  - C. Service
- 2. Current curriculum vitae (CV);
- 3. Copies of publications and other scholarly material;
- 4. Course syllabi (graduate and undergraduate);
- 5. Record of major advising commitments at both the graduate and undergraduate level.

Course evaluations of graduate and undergraduate courses will be provided by the deans' offices.

## External Evaluations

As soon as possible after August 1st, the department chair and senior secretary should send an electronic dossier to external reviewers, along with a letter reiterating the original request for them to evaluate the candidate's scholarship, its methodological strengths, originality and contribution to the field of study. Completed external evaluation letters should be returned to the senior secretary or department chair, no later than October 15<sup>th</sup>. The Chair is responsible for ensuring that the letters are returned in a timely fashion, and for handling the letters once they are submitted. The identity of external evaluators is confidential, and letters from external evaluators are confidential. Neither the evaluators' names and affiliations, nor the letters and their content may be shared with the candidate. All external letters are to be included with the dossier that is forwarded to the reappointment committee and dean's office.

## Departmental Meeting

A meeting of all tenured members of the candidate's department should be held as soon as possible after the deadline for the return of the external evaluation letters. Any questions about the eligibility of a particular faculty member to participate should be directed to the director of faculty affairs & communications in the dean's office. The chair is responsible for ensuring that the candidate's

dossier is complete, and for notifying all faculty who will be reviewing the dossier when it is complete. If the faculty member is jointly appointed, the chair should consult with the director of faculty affairs & communications about including relevant faculty from the collaborating division in the departmental meeting.

Faculty on leave are not required to attend the meeting, and may choose not to participate in the reappointment review process. If they choose to participate, they are expected to read the entire dossier, including external letters, and may either send written comments and their vote to the chair, or may participate in the departmental meeting by telephone, teleconference, or another appropriate electronic means.

# NSSR Reappointment Committee

Following the departmental meeting and vote, the chair forwards the departmental letter, and copies of the dossier, to the director of faculty affairs and communications in the dean's office, for distribution to the reappointment committee. With the 2010-11 academic year, a change in university-wide reappointment and tenure review procedures means that all dossiers will be forwarded to the reappointment committee, regardless of whether or not the department votes in favor of reappointment.

The departmental letter will contain judgments about scholarship, as regards not only the substance of the public record achieved by the candidate but as regards judgments of its prospective creativity, rigor, and overall promise; teaching effectiveness; advising effectiveness, especially but not only as regards the ability to supervise the research of PhD candidates; contributions to the general life of the NSSR and the university through service, administration, and related activities; and considerations of departmental structure and need. The departmental letter should also contain a statement regarding the likelihood that the candidate will present a serious case for promotion with tenure at the end of their second term of appointment on the tenure track.

The reappointment committee deliberates and votes by secret ballot on the case, then submits minutes of the meeting to the director of faculty affairs & communications.

### NSSR Reappointment Committee Structure

The NSSR reappointment committee will normally consist of one representative of each department and committee within the NSSR. All faculty members of the reappointment committee, including the representative of the candidate's department, shall have the right to vote. Other members of the reappointment committee will attend with the right to speak at the meeting but without a vote: the dean of the NSSR; the dean of Lang College; and—if, and only if it is relevant – the dean of any other division involved in the review of a jointly appointed candidate for reappointment. Deans serve *ex officio*: they have voice, but no vote. All voting on the reappointment committee shall be by secret ballot.

After due deliberation, the reappointment committee will vote and make its recommendation to the dean of the NSSR. The dean will make his or her own decision in the case. If the dean rejects the

recommendation of the reappointment committee, he or she must justify any such rejection to the committee, either in person or in writing.

In the case of joint appointments, it is possible that the deans of different divisions will make different recommendations; in this case, each dean will forward his or her recommendation to the provost, who decides whether or not to forward a reappointment recommendation to the board of trustees. The final decision concerning reappointment, whether affirmative or negative, will be communicated by the dean to the faculty member concerned. If the decision is affirmative, the faculty member will receive formal notification in writing from the Provost's Office, or the secretary of the board of trustees, that he or she has been reappointed for another three year contract, leading to their tenure review. If the decision is negative, the college will endeavor to give the faculty member an additional one-year terminal appointment.

A faculty member who has been notified of a decision not to grant reappointment may request from the dean an explanation of the reasons that led to that decision. If he or she believes that improper procedures were followed, or that the negative decision constitutes a violation of academic freedom, he or she has the right to request a hearing by the Grievance Committee.

Discussions at reappointment committee meetings are confidential, and public announcements of decisions taken at these meetings should be made only by the dean.

### **Procedures for Tenure Review**

Tenure reviews begin with notification, in February, during the academic year prior to the review, from the dean's office.

### Timing of the Tenure Review

A faculty member is normally considered for tenure in his or her seventh year of appointment on a tenure track, presuming a positive outcome of his or her earlier review for reappointment. In some cases, the decision may come after the seventh year, if the tenure clock has been stopped with the agreement of the tenure committee and the dean by research leaves or time off to attend to family obligations. In exceptional circumstances, a department may, with the agreement of the faculty member, make a recommendation for tenure review before the seventh year. A faculty member who is denied tenure in or before the seventh year will, if he or she wishes, have a terminal one-year appointment for the academic year following the negative tenure decision. If more than one year remains in such a person's appointment following a negative tenure decision, then the faculty member may fulfill the remaining time of appointment until the end of the eighth year with the understanding that upon completion of this time employment at NSSR ends.

#### External Evaluators

By mid-March, the candidate for tenure should submit a list of names of possible external reviewers to the department chair. The list should include four to five names of scholars the candidate feels are qualified to evaluate their scholarship, its methodological strengths, originality and contribution to the field of study. The list should include only scholars with tenure, preferably at institutions

similar to The New School, with graduate and undergraduate programs. The list should not include names of undergraduate or graduate advisors, co-authors or close collaborators, or personal friends or family of the candidate. Candidates may also submit a list of no more than three people they feel may be prejudiced against their case.

Department chairs should request that other tenured members of the department submit additional names of potential reviewers, using the same criteria as above. In the case of joint appointments, the chair should contact relevant faculty in the other program or division, to request assistance with compiling the list, and to solicit comment on the list. The complete list of potential reviewers should be submitted to the director of faculty affairs & communications in the NSSR dean's office, as notification that the list has been compiled.

By the end of April, chairs should be contacting potential outside evaluators. All reviewers should receive the same message from the chair (templates are available from the director of faculty affairs & communications). The request should be accompanied by a copy of the candidate's updated CV. There should be a minimum of 6 external letters and no more than 8 (or for joint appointments 10).

# Dossier Preparation

Following divisional and university guidelines, tenure candidates must provide their department chair with a dossier, by August 1<sup>st</sup>, complete with the following components:

- Personal statement addressing 3 areas of excellence (from Full-time Faculty Handbook):
  - A. Research
  - B. Teaching and Advising
  - C. Service
- Current curriculum vitae (CV);
- Copies of publications and other scholarly material;
- Course syllabi (graduate and undergraduate);
- Record of major advising commitments at both the graduate and undergraduate level.

Course evaluations of graduate and undergraduate courses will be provided by the deans' offices.

#### External Evaluations

As soon as possible after August 1<sup>st</sup>, the department chair and senior secretary should send an electronic dossier to external reviewers, along with a letter reiterating the original request for them to evaluate the candidate's scholarship, its methodological strengths, originality and contribution to the field of study. Completed external evaluation letters should be returned to the senior secretary or department chair, no later than October 15th. The chair is responsible for ensuring that the letters are returned in a timely fashion, and for handling the letters once they are submitted. The identity of external evaluators is confidential, and letters from external evaluators are confidential. Neither the evaluators' names and affiliations, nor the letters and their content may be shared with the candidate. All external letters are to be included with the dossier that is forwarded to the tenure committee and dean's office.

### Departmental Meeting

A meeting of all tenured members of the candidate's department should be held as soon as possible after the deadline for the return of the external evaluation letters. Any questions about the eligibility of a particular faculty member to participate should be directed to the director of faculty affairs & communications in the dean's office. The chair is responsible for ensuring that the candidate's dossier is complete, and for notifying all faculty who will be reviewing the dossier when it is complete. If the faculty member is jointly appointed, the chair should consult with the director of faculty affairs about including relevant faculty from the collaborating division in the departmental meeting.

Faculty on leave are not required to attend the meeting, and may choose not to participate in the tenure review process. If they choose to participate, they are expected to read the entire dossier, including external letters, and may either send written comments and their vote to the chair, or may participate in the departmental meeting by telephone, teleconference, or another appropriate electronic means.

#### NSSR Tenure Committee

Following the departmental meeting and vote, the chair forwards the departmental letter to the director of faculty affairs and research in the dean's office, for distribution to the tenure committee.

With the adoption of new university-wide tenure review structures and procedures, as of 2010-11, even if the department makes a negative decision, the dossier, along with the departmental letter, will be forwarded to the tenure committee for further consideration. The dossier will then be sent to the University Promotions Review Committee (UPRC) for a procedural review.

The departmental letter will contain judgments about scholarship, as regards not only the substance of the public record achieved by the candidate but as regards judgments of its creativity, rigor, and overall promise; teaching effectiveness; advising effectiveness, especially but not only as regards the ability to supervise the research of PhD candidates; contributions to the general life of the NSSR and the university, through service, administration, and related activities; considerations of departmental structure and need.

The tenure committee deliberates and votes by secret ballot on the case, then submits minutes of the meeting to the director of faculty affairs & communications.

#### NSSR Tenure Committee Structure

The NSSR tenure committee is empowered to review all proposals for tenured appointments, whether those appointments involve the promotion of untenured faculty within NSSR or the granting of tenure of newly appointed faculty from other institutions. The tenure committee is also empowered to review all proposals for an appointment at the rank of full professor without tenure.

The tenure committee shall normally consist of at least one representative of each department and committee within the NSSR. Normally the chair of the department or committee will serve as a member of the tenure committee; if he or she is unable to do so, the senior faculty of the department

or committee will choose another representative. In addition, the tenure committee includes three at large members, each of whom serves a three year term. The executive faculty chooses replacements of at large faculty as needed. In 2010-11, the executive faculty voted to expand the tenure committee, to include two additional Lang-homed faculty members. All faculty members of the tenure committee, including the representative of the candidate's department, shall have the right to vote. Other members of the tenure committee will attend with the right to speak at the meeting but without a vote: the dean of the NSSR; the dean of Lang College; and—if, and only if it is relevant—the dean of any other division involved in the review of a jointly appointed candidate for tenure. The dean of Lang College has the right to join the tenure committee for all of its meetings, whether or not candidates for tenure also have appointments at Lang. Deans serve *ex officio:* they have voice, but no vote. All voting on the tenure committee shall be by secret ballot.

After due deliberation, the tenure committee will vote, and make its recommendation to the dean of the NSSR. The dean will make his or her own decision in the case. If the dean rejects the recommendation of the tenure committee, he or she must justify any such rejection to the committee, either in person or in writing.

In the case of joint appointments, the dean of the relevant division will also make his or her own decision in the case. If the dean or deans accept the recommendation for tenure, he or she or they will forward it to the UPRC for procedural review. The UPRC may raise procedural objections to the review, but is not empowered to overturn a recommendation from the division. The UPRC will send its own appraisal of the review to the provost, who will then forward his or her own recommendation to the president and the final approval of the board of trustees.

In the case of joint appointments, it is possible that the deans of different divisions will make different recommendations; in this case, each dean will forward his or her recommendation to the UPRC and the provost, who decides whether or not to forward a tenure recommendation to the board of trustees. The final decision concerning tenure, whether affirmative or negative, will be communicated by the dean to the faculty member concerned. If the decision is affirmative, the faculty member will receive formal notification in writing from the Provost's Office, or the secretary of the board of trustees, that he or she is now a tenured member of the faculty. If the decision is negative, the college will endeavor to give the faculty member an additional one-year terminal appointment.

A faculty member who has been notified of a decision not to grant tenure may request from the dean an explanation of the reasons that led to that decision. If he or she believes that improper procedures were followed, or that the negative decision constitutes a violation of academic freedom, he or she has the right to request a hearing by the Grievance Committee.

Discussions at tenure committee meetings are confidential, and public announcements of decisions taken at these meetings should be made only by the dean.

### **UPRC**

As of 2010, all tenure dossiers, along with all supporting documentation and letters, are forwarded to the University Promotion Review Committee (UPRC), a university-wide committee for

procedural review. The UPRC does not vote on the merits of the individual cases, but reviews each case for procedural irregularities that may have an impact on the outcome of the review. The UPRC reviews all tenure cases, regardless of whether recommendations by the department, external evaluators, the Tenure Committee and the dean are positive or negative. The UPRC then makes recommendations to the provost regarding the procedures followed in each case. The provost then has the option of requiring a "redo" of some or all of the procedure in particular cases.

### **Procedures for Promotion to Full Professor**

The procedures for consideration of a candidate for promotion to the rank of full professor are the same as the procedures for tenure reviews, with a few important distinctions. First, since there is no set timeline for consideration for promotion to full professor, faculty must request that their department/committee review them for promotion. Second, departmental and divisional review of dossiers for promotion to full professor happens in the spring semester, rather than the fall semester, so the deadline for submission of the candidate's dossier to the department is flexible. Third, while external evaluators are selected according to the same process used in tenure decisions, all external evaluators must themselves hold the rank of full professor at their own institutions. Fourth, only members of the candidate's department/committee holding the rank of full professor may participate in the departmental review. If the departmental review is favorable, the dossier is then considered by all full professors of the NSSR, rather than by a standing review committee.

In addition to evaluating the candidate's scholarship in terms of the substance of the public record and its creativity, rigor, and overall impact, external evaluators, the department and the full professors of the NSSR should consider the contribution of the candidate to their discipline, and the national and international reputation of the candidate, as evidenced through their scholarship as well as through their engagement in professional activities, leadership of scholarly organizations, and citation of their work by other scholars.

Currently, the UPRC does not review promotions to full professorship, so that the full professors report their findings to the dean, or deans if the candidate is jointly appointed with another division. The dean(s) then prepare their own response(s) to the candidate's dossier, and forward the dossier, along with the departmental letter, the divisional letter, and their own letter, to the provost.

## **Procedures for Review of Part-Time Faculty**

Under the contract between the university and UAW, part-time faculty are appointed with probationary status for their first four semesters of teaching, and departments may review their performance each semester. From the fifth semester on, part-timers may be reviewed no more frequently than once every three semesters. Once a part-time faculty member has begun teaching their tenth semester, they have the right to a permanent teaching position, in accordance with the stipulations of the contract: see: http://www.newschool.edu/hr/subpage.aspx?id=31015. In line with the contract, HR has produced a Chairs manual with details concerning performance reviews—available via the dean's office. Like all full-time faculty, part-time faculty should be reviewed periodically during their probationary and post-probationary periods, and before becoming "annualized." The NSSR dean's office will be contacting chairs about conducting regular reviews of all part-time faculty, to work out a timeline for reviews and to clarify procedures and

expectations. An initial evaluation should be carried out sometime within the first four semesters, with a second review carried out sometime in the next four semesters, so that all part-time faculty undergo two performance reviews before becoming "annualized."

The performance review of part-time faculty consists basically of one class visit by the chair or designee, a review of student evaluations of instruction, and a chair's letter for the faculty member's personnel file. Forms used for performance evaluations of part-time faculty may be found at the human resources section of the website under labor relations, part-time faculty: <a href="http://www.newschool.edu/hr/subpage.aspx?id=31015">http://www.newschool.edu/hr/subpage.aspx?id=31015</a>.

Departments wishing to let a part-time faculty member be "annualized" must seek prior approval of the dean no later than the 8<sup>th</sup> semester of teaching by the part-time faculty member. Such requests should follow discussion and agreement by the full-time members of the department or committee, and should be in the form of a dossier, which should include a letter outlining the programmatic need for a permanent appointment, and the qualifications of the part-time faculty member in question. The dossier should also include a current CV, course outlines, and copies of all performance evaluations. The dean's office will add course evaluations to the dossier for consideration by the NSSR dean.

#### **FACULTY: LEAVES & RELEASE TIME**

Leaves of any kind must be approved in advance by the department chair, dean(s) and provost. The department should be mindful to regulate faculty leave schedules in effort to ensure that the program can continue to deliver a full curriculum when faculty are on sabbatical. Curriculum planning materials can assist chairs with longer-range planning in this area. All academic leaves are granted with the assumption that the faculty member will return to the university and resume regular teaching duties.

## Post-Probationary (Post-Reappointment) Leave

Tenure-track faculty are granted one semester of leave at full salary, or two semesters at half-salary, in the academic year following a successful reappointment review. Generally, reappointment review is in the fourth year, with leave in the fifth. Faculty who are not reappointed are not eligible for paid leave in their final year of appointment. Faculty should not be asked to postpone this leave; it is generally important research time in preparation for the tenure review.

## **Post-Tenure Review Leave**

Faculty are granted one semester of post-tenure review leave, at full pay, in the academic year following a successful tenure review. In rare occasions, faculty members may be asked to delay this leave in order to accommodate other leaves in the department. Faculty who are not granted tenure are not eligible for a paid post-tenure review leave.

#### Sabbatical Clock

Currently, full-time tenured and extended employment faculty homed at the NSSR accrue one semester worth of paid sabbatical leave for every six semesters of full service (teaching, advising and service). Faculty do not accrue credit towards sabbatical during semesters on unpaid leave. Faculty begin accruing credit towards sabbatical leaves in the semester following their post-tenure leave.

A faculty member granted a sabbatical leave is required by the university to return for a period of at least one year following the completion of the sabbatical leave, except for faculty members eligible for a sabbatical during the year in which they will retire. In the event the faculty member does not return to his or her duties at the university following a university-sponsored sabbatical, s/he will be expected to reimburse the university for the funds it contributed to the leave or have their new institution reimburse the university for that cost.

# **Unpaid Leaves**

Unpaid leaves are available to faculty members of all ranks and in all types of appointments. Generally, unpaid leaves may be granted to permit acceptance of fellowships or grants to support scholarship, but unpaid leaves may also be taken for personal reasons, or for the performance of public service. All unpaid leaves must be approved through the same process as paid leaves. The university pays its share of premiums for health insurance of a faculty member who is on an unpaid

leave. The required reimbursement of the faculty member's portion of health insurance premiums must be paid by the first of each benefit month to the university by the faculty member; the faculty member must contact the department of human resources to arrange for the continuation of the health insurance benefit.

If an unpaid leave is supported by a grant or fellowship that is less than the faculty member's regular salary, a supplement may be provided at the dean's request, and provost's approval, to maintain the staff member's regular salary or a portion thereof. Supplements may be provided only if permitted by the rules of the fellowship or any other institution involved.

### **Frequency of Leaves**

Faculty members should not be absent from their positions for any kind of leave (paid or unpaid) more frequently than two semesters in a six-semester period—i.e. faculty members should complete at least four semesters of full-time teaching, advising and service between leaves. Exceptions to this rule may be granted when necessary by agreement of the dean and provost.

## **Course Releases for Administrative Duties**

Department chairs receive one course release for every full academic year they serve as chair. Directors of undergraduate studies are expected to receive one undergraduate course release for every year they serve.

Department chairs should be informed about leave accrual and coordinate all department faculty leave requests during fall curriculum planning for the following year. Faculty leave requests go forward to the dean only upon a department chair's recommendation. Leave requests must also be approved by the dean. The NSSR dean's office compiles the division's full list of faculty leave requests and sends these to the provost and the university board of trustees for final approval. (Faculty are notified officially by the board when their leaves are approved in the summer prior to the academic leave year.)

# Course "Buy-Outs" Supported by Outside Funding

Faculty wishing to buy out of a course with outside funding should consult with their chair and the dean's office prior to seeking such funding. A request for funding to support the course buy-out must be included in the budget of any grant proposal, which must be approved by the dean's office. If approved, courses may be bought out at the rate of 20% of the faculty member's annual salary (not including fringe benefits) per course bought out, for a maximum of one course per academic year.

#### **FACULTY: RESOURCES**

# **Faculty Research & Travel Funds**

Faculty members are allocated research and travel funds as outlined in their formal appointment letters. These funds are available to faculty on a reimbursement basis, and unused funds in any given fiscal year *cannot* be carried forward to the following year. For more specific information on the procedures and processing of forms required for expense reimbursement, faculty should consult the "Research and Travel Guidelines and Procedures" document available in the NSSR dean's office or from the Executive Secretary.

# **Grants Office (The Office of Institutional Giving)**

The office of institutional giving (a.k.a. "IG" or "the grants office") is part of the university's development and alumni relations office. Its staff works in concert with the directors of development to raise private and public grant funds from institutional funders (corporations, foundations and government agencies) for all eight divisions of The New School. IG assists deans and faculty members with the following grant procurement tasks:

- identifying potential funders for research projects and academic initiatives
- planning and implementing outreach to prospective institutional funders
- creating proposal production timelines
- providing editorial support based on best practices and specific funder guidelines
- obtaining funders' approval of changes to funded projects (e.g., grant extensions)
- writing proposals (due to the small size of the IG team, they can only provide writing support for a small number of high-priority projects)

In addition, IG oversees the following administrative tasks:

- assisting with the university's internal approval process for outgoing proposals and grant reports (see below for more information)
- assembling supplemental attachments for proposals and reports (e.g., list of trustees)
- coordinating with the university's office of finance and business, which sets up the fund (a.k.a. "the FOAP") from which grant-related expenditures must be drawn
- sending out reminders about upcoming grant reports due to funders

Before seeking assistance from IG, project directors must obtain approval for their projects from their department chairs and the dean. In addition, any project that includes major curricular elements must be approved by the Provost's Office before IG can become involved. Note that the office of institutional giving can only assist on grants that come through the university. They cannot assist with grants made directly to individuals for work done outside the university (i.e., research fellowships).

### **Preparing Proposal Budgets**

The office of institutional giving can provide project directors with sample budgets from previous grants. However, the project director's primary resource for crafting proposal budgets is the Director of Operations in the dean's office. The Director of Operations can help the project director

create a budget that complies with university policies for course loads, summer salary, cost-sharing, indirect costs, and personnel fringe rates.

Up-to-date information on indirect costs and fringe rates can be found by clicking the "Grants Fast Facts" link on the left side of the following website: http://www.newschool.edu/admin/gsp/gspframeset.html.

# **Sign-Off Procedures (University Approval Process)**

All grant-related and fellowship-related inquiry letters, proposals, and reports must be approved by officers at all levels of university leadership. Project directors initiate the approval process by circulating a final (or near-final) draft of their material beneath an approval cover form. The necessary approval forms can be downloaded by clicking the "Forms & Templates" link on the left side of the following website: http://www.newschool.edu/admin/gsp/gspframeset.html

# Required signatories include:

- Project Director/Principle Investigator
- Divisional Budget Director (Director of Operations)
- Dean/Executive Director
- SVP for Finance and Business (*Financial Reports only*)
- Director of Institutional Giving
- SVP for Development
- Provost
- Executive VP & COO

The entire approval process typically takes 10 business days to complete. Therefore, project directors are advised to circulate their proposals and reports well ahead of deadlines.

The manager of institutional giving oversees the approval process and ensures that the forms move between offices in an efficient manner. Final submission of approved materials to funders may be completed by the project director or by IG, depending on the circumstances. The office of institutional giving retains copies of all grant-related paperwork on file.

## **Grant Reporting and Deliverables**

When a grant is awarded, the university office of finance and business distributes scanned copies of the award documents, along with an internal "Award Notice," which indicates the fund from which grant funds must be spent and the budget that must be followed. The "Award Notice" also typically indicates the post reporting requirements associated with the grant. In addition, each month, the office of institutional giving emails project directors a calendar that shows their upcoming report deadlines. It is the responsibility of each project director to complete their reports and other deliverables on time. If a funder requires a report with a financial component (a.k.a. a statement of expenditures), the project director should contact the Director of Operations at least four weeks prior to the reporting deadline. The director of operations will work with the office of finance and business to help the project director prepare the financial component of the report.

Failure to complete on-time reports may negatively affect future funding requests. Equally important, delinquent reporting may result in intervention by the dean or Provost's Office.

### **Contacts with Funders**

The New School is the fiscal agent for all incoming grants that support university-based activities. As such, the university requires that project directors check with IG prior to making any outreach to funders. This helps ensure consistent communication with funders and avoids competing requests to the same funder. Likewise, the university requires project directors to keep IG apprised of relevant meetings, phone conversations, or email exchanges with funders.

## **Contact Information**

Office of Institutional Giving 79 5<sup>th</sup> Avenue, 17<sup>th</sup> Floor New York, NY 10003 IG@newschool.edu

### ADMINISTRATIVE PERSONNEL

## **Employment Procedures for Administrative Staff and Unionized Staff**

Employment advertising is administered through the dean's office. Departments should submit job descriptions for administrative and union employees to Sonia Salas, the associate director of administration. All advertisements must be posted through the internal New School employment website. In consultation with the dean's office, additional postings may also be placed on external locations or websites.

Once the search committee concludes a search, they should forward finalist information to the dean's office. The search committee should not make any formal offers to the finalist. Official verbal offers and written contract letters of employment are to be made by the human resources office for administrative and union employment. Administrative and union hiring is coordinated between the dean's office and human resources for processing of contract letters, completion of payroll forms, benefit enrollment, email account creation, ID card issuance, office accommodations and other kinds of assistance required.

### **Staff Policies and Procedures**

Administrative employees should follow university policies and procedures listed in the Institutional Policies & Procedures Manual, located on the human resources website at: <a href="http://www.newschool.edu/forms/hr\_institutional\_policies.pdf">http://www.newschool.edu/forms/hr\_institutional\_policies.pdf</a>. The manual does not refer to more specific policies found in the full-time faculty handbook or the collective bargaining agreements. Unless otherwise stated, the policies and procedures in the above manual apply to faculty and administrative staff of the university.

Union employees should follow policies and procedures set forth per the Union Contract agreement between Local 1205 Union Affiliated with the International Brotherhood of Teamsters and The New School. The full contract is listed at:

http://www.newschool.edu/admin/hr/documents/hr\_contract\_local1205\_000.pdf.

Additional policies, procedures and other such helpful information can be accessed through the customizable web portal <a href="my.newschool">my.newschool</a>. The site enables members of the University community to access employee data, Blackboard, announcements and events, ALVIN, library resources, and much more.

#### **Staff Performance Evaluation**

All full-time and part-time administrative staff and union employees must undergo an annual evaluation process. The formal evaluation interview is conducted normally around the end of the spring semester when staff members complete the Self-Evaluation Form and submit it to their supervisor. Supervisors then complete the Supervisor Form and set up a private meeting to discuss performance evaluation. Signatures are collected on both forms and sent to the dean's office to the attention of Sonia Salas, associate director of administration. After all evaluations are collected for

the dean's signature, evaluations are then submitted to human resources before the designated deadline date. Information, instructions, and forms are available on the human resources website at: <a href="http://www.newschool.edu/admin/hr/appraisal">http://www.newschool.edu/admin/hr/appraisal</a>.

It is the university's compensation policy that departmental annual review allocations be distributed to employees on the basis of their individual contribution and performance levels. It is essential that departments make a systematic and fair assessment of each of their employees' duties and responsibilities and that they objectively analyze, qualitatively and quantitatively, how well these duties are being carried out. Recommended increases must, within established budgets, be related to these evaluations.

## **Work-Study & Student Employment**

Financial aid has a website including all forms for work-study contracts: <a href="http://www.newschool.edu/studentservices/financialaid/work\_study.aspx">http://www.newschool.edu/studentservices/financialaid/work\_study.aspx</a>

Work-study contracts must be on file before a student can start working. Work-study students must secure a job within the first month of school to guarantee their award. A department FOAP designating a budget allocation must be used if a student works more hours than their work-study allocation. Departments are not allocated extra funds to cover such student employment spending, so departments should be extremely careful when signing time sheets and be sure to track student's hours in any position.

#### **BUDGETS & REIMBURSEMENTS**

# **Department Budgets**

The New School's fiscal year (FY) is defined as the period, July 1<sup>st</sup> through June 30<sup>th</sup>. Each fiscal year the NSSR dean's office provides the department with a budget intended to cover the department's general operating costs, such as office supplies, postage, and monthly copier fees. In addition, the department typically has a budget for running academic seminars for its students.

Every spring, from mid-April to early May, the director of operations is in contact with the chair of the department to discuss and finalize the upcoming fiscal year's budget and planned expenditures. Chairs are expected to review past and current fiscal year spending when preparing the new budget. During this important budget planning period, chairs also must be prepared to discuss and make requests for any additional spending anticipated in the upcoming fiscal year.

In June the department's budget for the upcoming fiscal year is finalized. The director of operations will email the finalized budget to the chair and department secretary. In July the department's budget for the fiscal year (July 1-June 30) is uploaded into the Banner system. The chair and department secretary are expected to review the department's budget on a monthly basis. The director of operations distributes monthly reports, showing year-to-date expenditures against the budget, which serves as a helpful tool for both monitoring and managing the budget.

# **Reimbursement Guidelines for All Faculty**

Below are reimbursement guidelines all faculty members should familiarize themselves with. For additional guidelines please refer to our website under the Office of Finance and Business for Accounting policies and forms: <a href="http://www.newschool.edu/ofb/controllers-office/accounting/documents-forms/">http://www.newschool.edu/ofb/controllers-office/accounting/documents-forms/</a>

### Research & Travel (R&T)

Research and Travel funds are available during the fiscal year (July 1-June 30). Unused funds in any given fiscal year cannot be carried forward to the following fiscal year. To obtain R&T fund balance at any point during the fiscal year, faculty can contact the executive secretary in the dean's office.

### Meals & Entertainment

Meals at a restaurant require a detailed receipt (itemized list of food and beverages served), date of meal, names of individuals served, and purpose of meal/meeting. If such information is not provided on the expense report forms, faculty will be asked to submit an explanation for the missing information.

### **IMPORTANT NOTES**

Foreign guest speakers should be notified that we will require an SSN or ITN to apply for tax treaty benefits. The university does not have a formal process to assist with this, so it is important that the speaker is informed of this upon offering them an honorarium or stipend.

Summary credit card receipts or tear tabs are not sufficient without supporting documentation.

Hosting a party at one's home is not acceptable for reimbursement according to university policy. We encourage to hold events onsite in facilities insured by the university where possible.

Faculty need to submit expense reports within 30 days from the time expenses were incurred. Expense reports received after 30 days risk being denied.

## **Guidelines for Flight Bookings**

### Domestic Flights

All domestic flights must be booked on-line through **Cliqbook**. When booking a reservation, always include the correct FOAP and indicate purpose of travel in the description field for the flight. Once an itinerary is booked, an electronic approval notice is sent immediately to the director of operations. The person who initially requested the booking will receive an email confirmation of the reservation.

Also, documentation (i.e. conference details, invitation for lecture, etc.) on the purpose of the travel should be sent to the director of operations in hard copy or via email.

*Note*: To cancel or make changes to an existing reservation, one MUST call the Cliqbook agent and notify the Director of Operations in the office of the dean.

Cliqbook link: www.myouttask.com

Cliqbook Agent(s) - For Domestic Travel

Jenn Mylotte

1.866.905.4181 Ext. 110

### **International Flights**

All international flights must be booked via telephone or email with OMEGA Travel. As soon as a flight itinerary is booked over the phone or via email with an OMEGA agent, a copy of the reservation is sent to the traveler/requestor via email. Within 24 hours of making the reservation, the requestor must submit: a) the New School's Travel Authorization Form, b) documentation on the purpose of travel (i.e. conference details, invitation for lecture, etc.), and c) copy of the reservation, to the executive secretary's attention in the dean's office. The dean's office will then sign off on the Travel Authorization Form. The dean's office will fax the Travel Authorization Form and all supporting documents to purchasing. Purchasing is then responsible for completing the transaction. Travel authorization requests received before 4:30 pm will be approved same day.

### \*Important Note

If the Travel Authorization Form, supporting documentation, and copy of the reservation are not submitted to the dean's office within 24 hours of making the reservation, then the reservation will not be completed or confirmed.

To cancel or make changes to an existing reservation, one must CALL the OMEGA agent and notify the Director of Operations in the office of the dean.

**OMEGA World Travel:** Omega's New York office contact is Sharon Hornyak <a href="mailto:shornyak@owt.net">shornyak@owt.net</a> or Melissa Marrero <a href="mailto:mmarrero@owt.net">mmarrero@owt.net</a> at 212-563-3500.

### **FACILITIES**

# **Space**

Furniture issues, construction or installation requests, space allocations and access concerning NSSR spaces, for work cubicles, offices, and faculty lab spaces, should be brought to the attention of the associate director of administration. Some requests may require communication with the security office, approval and guidance from construction and design, and additional assistance by the facilities office using their web-based management system called Sprocket, located through the website: <a href="https://www.newschool.edu/facilitiesmanagement">www.newschool.edu/facilitiesmanagement</a>.

## **Security & Safety**

Office spaces, exposed cabinets with confidential information, and expensive equipment in open cubicle areas should be kept secured and locked when the department is closed for office hours. Additional information on safety and emergency can be reviewed under the websites of <a href="http://www.newschool.edu/security/index.html">http://www.newschool.edu/security/index.html</a> and www.newschool.edu/safety.

#### **Telecommunications**

For information on telephone usage, to report problems with telephone equipment or service, and to change existing services, employees should refer to the Telecommunications office site <a href="https://www.newschool.edu/telecommunications">www.newschool.edu/telecommunications</a>. Individuals should contact the associate director of administration for any other telecommunication matters, or if there is any need for an international pin code number for international calls.

# SPEAKERS, SPACE AND EVENT PLANNING

## **Booking Space**

The dean's office executive secretary is the NSSR divisional room liaison. To book space, please email the executive secretary as early as possible given that space is extremely limited. Include date options with times (include time for set-up and break-down, a description of the event with details regarding speakers or talk titles, anticipated number of attendees, and any additional room requirements (seminar style, smart room, etc.). Please also include the name of a full-time staff or faculty member to serve as the university on-site coordinator to be present at the event.

All public programming events are subject to approval by the university's director of public programming. The executive secretary will forward space requests to the director's attention for approval. After the space is confirmed, faculty are responsible for all aspects of event set-up.

Some events sponsored by an external entity and those that bring in an audience of mostly non-New School people will require a certificate of insurance. Check with the dean's executive secretary if the event might fall under this category.

## **Advertising Events**

The department is expected to list all events using the CMS system to display event information via the online university and/or divisional event pages. Entries should be made as early as possible so that an event can be properly promoted in advance, and if requested, can also be added to the university Observer publication. Each department has a designated person or department secretary for CMS entry.

If special publications are to be made for the event and departmental funds are available to cover design, printing, and/or mailing costs, for items such as posters, brochures, and invite cards, please contact the communications and external affairs office (CEA) at least three months prior to the event. Please send requests to Jeff Prout, <a href="mailto:proutj@newschool.edu">proutj@newschool.edu</a>, project manager in the CEA office.

### Facility/Equipment

For facilities needs such as cleaning, repairs and maintenance, temperature problems, and also space set-up requests for events, requests must be put through the facilities management website: <a href="http://www.newschool.edu/facilitiesmanagement/">http://www.newschool.edu/facilitiesmanagement/</a>. All facilities requests are now being processed through this website and it is recommended that requests be made at least one week prior to the event date.

Audio visual needs may be requested via the employee tab of MyNewSchool. AV reservations must be done at least one week prior to the date of the event; otherwise requests will not be fulfilled.

If extended building hours are required, contact Linda Adams (<u>adamsl@newschool.edu</u>) for approval as soon as possible. Building hours for the event, time and space should be checked well in advance of the event. Additional charges apply to keep buildings open.

# **Catering**

Any on-site catering requests must be submitted at least one week in advance with the university caterer, Chartwells, via their catering website:

<a href="https://newschool.catertrax.com/">https://newschool.catertrax.com/</a>. Any wine and spirit purchasing must be handled by our provider Chelsea Wine Vault. Please follow instructions on the purchasing website:

http://www.newschool.edu/ofb/purchasing/ by clicking on the link labeled Office Supplies, and then clicking under the Beverages link.

If you need assistance planning your event, please contact the associate director of administration at 212.229.5700 x3039. Also, please visit the Research and Travel Guidelines and Procedures Handout for information on honorarium payments, travel, lodging, reimbursements, and other such event operations pertaining to guest speakers and participants.

#### EXTERNAL PROMOTIONAL MATERIALS

The director of faculty affairs & communications serves as the main contact in the NSSR dean's office for all matters related to publications and websites. All changes to the Catalog and Viewbook are coordinated through the dean's office, and departments should coordinate with the director on all changes to departmental websites.

# **Catalog**

Each division at the University has its own course catalog with extensive information about departments, courses, advising, and academic policy.

In March, April and May, NSSR chairs edit catalog copy related to their department mission, graduate curriculum, and faculty. The NSSR dean's office coordinates with TNS central communications office to ensure timely production of the new catalog which needs to be completed by the end of the spring semester. New students begin registering in the summer, and they require access to the new catalog text for the academic year.

#### Viewbook

The NSSR viewbook provides a snapshot of NSSR departments. It is aimed toward prospective students, and is often used by the admissions staff. The dean's office in conjunction with admissions and department chairs generally will revise or re-design the viewbook every couple of years. Chairs are heavily involved in editing materials for the publication.

## **Webpage Updates & Procedures**

It is important to have feedback from chairs, faculty and staff as we continue to develop the New School presence on the web. There are a number of ways to integrate your work with our site, and if you are interested in a tutorial or have suggestions for improvement, please contact Dave McNamara at <a href="McNamarD@newschool.edu">McNamarD@newschool.edu</a>. Some resources will continue to evolve to serve the community, including the following:

### Faculty Profiles

New faculty members should receive a faculty profile template from the department secretary. They should fill it out and return to the department secretary, who will create their profile on the website. Whenever faculty have edits to their profile, they can send these to the department secretary who will update the website.

#### Courses

Available course information for an academic year, including course descriptions which currently are not available in Banner, is posted to the website starting in the prior spring semester. Edits to these courses should be sent to the department secretaries. (Note: ALVIN Course Finder and the department website's courses page currently are not linked, so course updates need to be made to both.)

## Events

Department events on the website are entered by the department secretary. These events are then listed on the university calendar.

# NSSR Department Blogs

As you are probably aware, blogs take some regular maintenance to be effective and useful, but they can also be wonderful ways to reach out to students and the community at large. If you are interested in creating a blog for your department, or a collaborative NSSR blog, please email Dave McNamara at McNamarD@newschool.edu or reach him by phone at 212-229-5710 x 3019.

ACADEMIC COMPUTING & SUPPORT

**Computing Policy** 

University policy on the use of university equipment and information on user responsibilities can be found in the Institutional Policies & Procedures Manual located at <a href="http://www.newschool.edu/forms/hr\_institutional\_policies.pdf">http://www.newschool.edu/forms/hr\_institutional\_policies.pdf</a>.

# **Computing Support**

The university help desk is available to assist all employees with IT related matters concerning university purchased equipment and products located in offices and office labs with computer hardware, software, printers, and peripherals. Employees should write to the help desk directly at <a href="helpdesk@newschool.edu">helpdesk@newschool.edu</a> or call 212.229-5300 x2828, Mondays through Fridays 8:30am-5:30pm. Additional information and helpful resources are located on their website: <a href="http://www.newschool.edu/at/#">http://www.newschool.edu/at/#</a>.

The dean's office also offers support with equipment and software trouble-shooting, as well as with researching and purchasing University computer equipment and related products. For assistance, employees should email the NSSR technical representative at <a href="mailto:nssrtech@newschool.edu">nssrtech@newschool.edu</a> or by calling 212.229.5700 x3037. If there are major matters of concern and trouble-shooting delays, please inform the associate director of administration.

All university purchased items are property of The New School whether the item was acquired by Research & Travel, grant funds, or other university funds. Employees are required to return equipment and software to The New School upon their departure.

### **Academic Technology for New Curricula**

Chairs and faculty should alert NSSR deans as soon as possible about new software, upgrades or technology that might be needed for purchase by the university to support courses or programs for the following academic year. Often there are representatives from the dean's office on university committees requesting such information and evaluating purchases. Chairs should integrate these needs into conversations about curriculum planning where possible.