

ACADEMIC DEPARTMENT

CHAIRS' MANUAL

OFFICE OF THE PROVOST
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ACADEMIC AFFAIRS: MISSION, ORGRANIZATION, GOALS AND OBJECTIVES

Mission and Organization of Academic Affairs

The mission of the Division of Academic Affairs is to provide competent and engaged leadership and quality service to academic and academic support units so that students, faculty and academic support staff have a wonderful intellectual and cultural experience. Academic Affairs is dedicated to providing academic programs and support consistent with the mission of the College. Led by the Provost and Vice President for Academic Affairs, the Division consists of academic and academic support units. The academic units are the School of Arts & Sciences, the School of Education, and the School of Professional Studies. Academic support units include Academic Affairs, Enrollment Management, Information Resources, Institutional Research and Assessment, Research and Sponsored Programs, as well as college-wide centers and programs.

Mission of the Provost's Office

To provide competent and engaged leadership to academic and academic support units.

Goals and Objectives of the Provost's Office

- ❖ To work cooperatively with all academic and academic support units in achieving the College's goals and objectives
 - Meet regularly with the Provost's Cabinet and the Joint Chairs' Council
 - Provide guidance for the department planning process
 - Ensure that appropriate resources are provided for the implementation of departments' plans.
 - Recommend the selection of competent personnel and evaluate them annually
- ❖ To articulate, monitor and enforce academic standards and policies
 - Monitor College academic policy development
 - Monitor College academic policy application
 - Enforce College academic policies
 - Review academic dishonesty cases and administer penalties in a timely manner
 - Review departments' annual reports
 - Review all curriculum proposals submitted by the College Curriculum Review Committee and the Graduate Faculty Executive Committee
 - Submit program changes to SUNY System Office and the New York State Education Department for Review
- ❖ To review and recommend to the president all academic and academic support personnel for retention and promotion
 - Review all faculty portfolios
 - Review all professionals' files
- ❖ To serve as a resource for information and assistance for both external and internal constituents
 - Represent academic issues to external constituents

- Serve as an information resource for both internal and external constituencies
- Provide courteous, timely and quality responses to internal and external queries
- ❖ To prepare new faculty for their roles as SUNY Cortland members
 - Plan orientation programs for new faculty
- ❖ To provide oversight for faculty and staff development
 - Review and follow through where appropriate on all recommendations from the Faculty Development Committee and from general faculty input

GOALS OF THE SCHOOLS

The School of Arts and Sciences

The goals of the School of Arts and Sciences were formulated and adopted by consensus by the Department Chairs Council during the fall of 1992.

- ❖ To provide in-depth study in a discipline
- ❖ To provide a general education in the liberal arts and sciences for all students of the College
- ❖ To consistently support the improvement of teaching among the Arts and Sciences faculty, and to encourage faculty growth and innovation in teaching and curriculum development
- ❖ To encourage research and scholarly work among faculty and students
- ❖ To promote a community that is rich in intellectual and creative resources and that encourages intellectual discourse and creative efforts
- ❖ To foster within the School of Arts and Sciences an awareness of human diversity which manifests itself in acceptance of the multicultural heritage of human experience
- ❖ To provide professional education in a few degree programs, and to collaborate with the School of Professional Studies and the School of Education to strengthen the liberal arts and sciences foundation of teacher preparation

The School of Education

The School of Education is the newest school and an offshoot of the School of Professional Studies. The school houses four academic departments and a number of service units. The 2017-2020 goals for the School of Education are:

- ❖ Improving our candidates' ability to be able to teach ALL students.
 - Work collaboratively with colleagues and school partners to improve our candidates' understanding of diversity, culturally relevant pedagogy, and inclusion.
 - Work to increase the modeling inclusive practices and engagement with issues of diversity in our teaching.
- ❖ Modeling cutting edge on-line instruction
 - Within departments and across the school, share best practices for on-line teaching and learning.
 - Devise methods for assessing the effectiveness and long-term impact of both on-line and in person pedagogy in our classes

- ❖ Expanding and enriching school partnerships
 - Collaborate across the school to increase the number and diversity of school partners and student teaching placements in the coming year.
 - Consider curricular/scheduling mechanisms to Increase the number of faculty directly working with schools.
- ❖ Sharing our vision and celebrating what we do.
 - Create materials (postcards, slogans, posters, on-line content, etc.) to represent who we are and what we stand for.
 - Create mechanisms for publicizing events and achievements.

The School of Professional Studies

The goals of the School of Professional Studies:

- ❖ To evaluate the major theories that contribute to one's discipline
- ❖ To relate theories of learning to the acquisition of knowledge
- ❖ To provide an enriching and constructive environment for individuals of all abilities and backgrounds
- ❖ To exhibit personal and professional qualities which foster effective professional relationship
- ❖ To teach and apply the standards of the discipline when appropriate
- ❖ To understand the technological base across and within one's major
- ❖ To understand the physical, mental, social and emotional growth and development of individuals of various ages when planning and implementing programs
- ❖ To demonstrate a commitment to personal growth and development as an effective professional
- ❖ To conduct research and evaluation activities appropriate to one's discipline
- ❖ To improve the quality of life by applying knowledge to societal problems
- ❖ To foster the ability to think critically within one's discipline.

ROLES AND RESPONSIBILITIES

Provost and Vice President for Academic Affairs

The provost acts in the absence of the president and serves as the chief academic officer, with responsibility for maintaining academic standards within the College and also has oversight for academic support programs. The office is responsible for development and application of College policies within the academic areas of the College, management of the academic affairs budget, review and approval of curriculum changes, review for recommendation to the president of all new academic positions, replacements, promotions, tenure decisions or continuing appointments, and assistance in the development of College responses to accreditation and other external mandates. The provost represents the College at various SUNY, regional and national meetings. ([SUNY Cortland Undergraduate Catalog](#))

The Dean

The administrative head of each School is the dean who oversees all the activities of the academic departments and units within the School. The Dean is responsible for overall supervision of the school and curriculum, program development, budget and personnel

General Description of Major Required Duties and Responsibilities:

- The Dean provides oversight and general management through the chairs within the School
- The Dean is the chief academic, fiscal, and administrative officer of the School
- The Dean prepares and manages the budget for the school
- The Dean provides leadership in curriculum planning and development, faculty and staff development, personnel evaluation, coordinating assignments of faculty, and monitoring and maintaining academic standards.
- The Dean is responsible for setting priorities and policies for the School. The Dean works closely with faculty, staff and administrators to build and sustain an environment of academic excellence.

Specific Description of Major Required Duties and Responsibilities:

- To work closely with the Provost in coordinating all business within the School
- To work closely with the other deans in coordinating all business that crosses the schools.
- To work closely with the Associate Dean in coordinating all business within the School.
- To work closely with the other deans in coordinating the teacher education programs, including ongoing CAEP accreditation plus other accreditation relevant to each school.
- To work closely with all unit leaders in implementing assessment programs, as well as program reviews, and evaluating learning outcomes for each unit.
- To work closely with all staff personnel in coordinating the operations of the Dean's Office
- To work closely with all departments within the School to implement professional accreditations.

The Associate Dean

The associate dean assists the dean in the management of the school. This includes addressing student issues such as academic policy interpretation and clarification, withdrawals and leaves of absence from the College, academic probation, suspension, dismissal, reinstatement and readmission, including contracts. The associate dean approves course overloads and serves as the dean's curricular representative at the school and college level.

The Department Chair

The Department Chair is responsible for the overall supervision of the department including curriculum, program development, budget and personnel. Some responsibilities, such as aspects of the adolescence education programs and the coordination of graduate programs may be delegated to faculty within the department. The Chair represents the department in school-wide and college-wide forums, and is a member of the Joint Chairs' Council. The Joint Chairs Council consists of members of the Provost's Cabinet, directors within Academic Affairs who report to the provost, the

associate deans and academic department chairs from the three schools. Each school has a chairs' council that meet on a regular basis. The Joint Chairs Council meet once in the fall and once in the spring to share information and discuss issues affecting faculty and students. Other specific duties of the chair include:

The Faculty

- Consulting with faculty on teaching assignments
- Assigning, in consultation with the Dean, teaching responsibilities, including summer and winter sessions
- Overseeing or making the assignment of advisees to faculty
- Providing detailed orientation of new faculty and staff to the College and the department
- Providing detailed orientation of part-time faculty, and conducting evaluations of them
- Convening departmental meetings
- Working to resolve problems of faculty members
- Mentoring new faculty and developing a formal mentoring plan for each new faculty in collaboration with the Faculty Development Center (One of the goals of the FDC is to mentor new faculty in terms of reappointment/tenure/promotion.)
- Providing evaluation of department faculty for reappointment, continued appointment, promotion and discretionary salary increase.
- Authorizing professional travel for faculty

The Students:

- Serving as the initial source of information for prospective majors and prospective new students and their parents, and referring them to appropriate campus offices for information
- Meeting with and advising students who have problems related to courses, faculty or curriculum in the department
- Monitoring course and program enrollments and working with the Registrar to build the course schedule each semester.

The Office:

- Acting as the primary supervisor of the secretary and professionals (when assigned to a department), including overall responsibility for setting work priorities for these staff
- Overseeing the evaluation of all department personnel (including full-time and part-time faculty, secretaries and professionals)
- Giving attention to, and providing leadership on, the planning and evaluation of all aspects of a department's functioning, including program reviews, and assessment and accreditation activities, where required
- Encouraging faculty attendance at College and School events, such as convocations, commencement, etc.

The Department:

- Overseeing the recruitment and hiring of faculty, secretaries and professionals
- Preparing the department's annual report and other reports as needed
- Developing/revising the content of the department's catalog pages
- Overseeing the implementation and periodic review of the department's Personnel Policies and Procedures

Working with Curriculum

- Providing leadership on all aspects of the development of curriculum and the revision of curriculum to both internal and external constituents
- Preparing the schedule of the department's course offerings
- Working with the Registrar to build the course schedule each semester
- Working with the dean on College curriculum initiatives and the development of interdisciplinary programs

The Budget:

- Assessing the need for and submitting all course offerings in consultation with the dean and the Registrar, and requesting funding related to those course offerings.
- Overseeing the departments Other Than Personnel Service (OTPS) budget
- Submitting departmental requests for academic equipment and other budgetary needs.

DEPARTMENTS AND PROGRAMS**The School of Arts and Sciences*****Departments***

- Africana Studies Department
- Art and Art History Department
- Biological Sciences Department
- Chemistry Department
- Communication and Media Studies Department
- Economics Department
- English Department
- Geography Department
- Geology Department
- History Department
- Mathematics Department
- Modern Languages Department
- Performing Arts Department

- Philosophy Department
- Physics Department
- Political Science Department
- Psychology Department
- Sociology/Anthropology Department

Programs

- Asian/Middle Eastern Studies Interdisciplinary Minor
- Cinema Study Interdisciplinary Program
- Environmental Science Concentration
- Individualized Degree Program
- International Studies Interdisciplinary Degree Program
- Jewish Studies Interdisciplinary Minor
- Latino and Latin American Studies Interdisciplinary Minor
- Native American Studies Interdisciplinary Program
- Pre-Engineering Cooperative Degree Program
- Pre-Major Program (housed in Advisement and Transition)
- Women's Studies Interdisciplinary Minor

The School of Education

Departments

- Childhood/Early Childhood Education Department
- Foundations and Social Advocacy
- Literacy

Service Units

- Access to College Education Program (ACE)
- Center for Educational Exchange (CEE)
- Center for the 4th and 5th R's
- Cortland's Urban Recruitment of Educators (C.U.R.E.)
- Field Placement Office
- Liberty Partnerships Program (LPP)
- Migrant Education Outreach Program (MEOP)
- Office of the Teacher Education Coordinator

The School of Professional Studies

Departments

- Communication Disorders and Sciences
- Health
- Kinesiology
- Physical Education

- Recreation, Parks, and Leisure Studies
- Sport Management

TIMELINES

Procedures Calendar

This section lists the approximate schedule for activities of the Division of Academic Affairs, some of which can be found in [Chapter 210](#) of the *College Handbook*:

Annual Report (College Handbook, Chapter, 210.01)

Initiated by the President, the annual report format is forwarded through the Provost to the Deans and on to department chairs. Anticipate the request from the Dean in April. Individual faculty reports and department reports will be submitted through Watermark.

- Individual faculty reports due to chair: ~~Mid-June~~
- Department reports due to dean: 4th week of ~~July~~
- School reports due to provost: ~~Mid-August~~

Catalog Development

Updates to the College Catalog are reviewed by department chairs in the spring semester. All edits are then sent to the Associate Dean of the respective school and then the Associate Provost for Academic Affairs.

Course Schedule Development

The course schedule for the spring semester is generally developed during the first month of the fall term. The fall semester course schedule is generally developed during the first month of the spring semester.

The Registrar distributes electronic materials to departments during the summer semester for spring development, and during the spring semester for fall development to allow for pre-planning and discussion. The Registrar's Office will also distribute detailed completion timelines with materials. Department Chairs may also request past course schedules and past enrollment information from the Registrar's Office at this time to assist with advanced or longer-term course planning.

The schedule of classes will be finalized shortly after the conclusion of the semester drop/add period. The Registrar will circulate final course schedule details to department chairs in advance of the course schedule online publication date.

Department chairs are responsible for ensuring that the final data on the course schedule is accurate. The schedule is the basis for campus reporting and for required reporting to state and federal offices. An accurate schedule facilitates the reporting of teaching loads, enrollment, space utilization, and other critical data required by campus, state and federal officials.

Summer Session and Winter Session (College Handbook, Chapter 210.08)

Development of the summer and winter course schedules is initiated by the Extended Learning Office. The director sends a call to departments to submit course proposals to be reviewed and approved by the Deans.

Summer Session development typically begins in October. Proposal are due to the Deans in early December so that the summer session preview schedule is available in January. The summer session schedule is typically published in its final form with the upcoming fall schedule in late-March.

Winter Session development typically begins in August. Proposals are due to the Deans in early September so that the winter session preview schedule is available by late-September. The winter session schedule is typically published in its final form with the upcoming spring schedule in October.

Chairs should work collaboratively with the Dean and faculty members to choose courses, as the process requires a proposal, Dean academic approval and Associate Provost fiscal approval. Faculty must also sign a specialized faculty contract that applies to the summer and winter terms.

Academic Advising

Academic Advising plays a critical role in helping students achieve academic success. All students are assigned a faculty advisor within their academic department. Prior to the start of each semester, the department chair works with the department secretary to assign all new students an academic advisor. When students change their major into the department, advisors are assigned on a rolling basis. Department chairs should also ensure faculty set aside sufficient time each semester for academic advisement. Advisement mission statement and advisor/advisee responsibilities can be found here:

www2.cortland.edu/offices/advisement-and-transition/advising/

Textbook Information (College Handbook, Chapter 760.03)

Once the Department Chair finalizes the master schedule and faculty assignments, it is the responsibility of faculty to send textbook requests to the bookstore to provide students with pricing information at the time that registration of classes takes place for fall and spring.

Promotion, Term, and Continuing Appointments (College Handbook, Chapters 210 – 210.05 & 210.09)

The Deans' Office distributes a specific time schedule for these personnel actions during the month of August. The Personnel Actions Calendar is sent via e-mail to department chairs, department secretaries, and department personnel committee chairs from the prior year. The Provost's Office distributes, at the beginning of the fall term, a list of faculty who are scheduled for reappointment or continuing appointment decisions.

Discretionary Salary Increase/Award

The DSI (DSA) process for academic and Library faculty can be found in Chapter 220.13 of the College Handbook. Department chairs have the responsibility to complete the first step (evaluating, ranking and recommending department faculty) in the process of assigning DSI. Faculty self-recommendation for DSI should accompany the individual's Annual Report. Department chairs submitting applications for DSI consideration should forward their self-recommendations to the Dean along with the department's Annual Report. The existence of DSI funds is, of course, dependent upon terms of the NYS/UUP contract. The Dean's recommendation is forwarded to the Provost who in turn forwards his/her recommendation to the President. A percentage (about 5%) of DSI funding allocated to Academic Affairs is set aside for appeals made to the Provost.

A similar but separate process for professionals can be found in Chapter 220.14 of the College Handbook. The Human Resources Office, based on terms set by the NYS/UUP contract, provides the specifics of each DSI cycle.

Calendar of Personnel Actions

Information about timelines and procedures regarding personnel action for faculty (Part Two of the College Handbook, "College Guidelines for Faculty") can be found at the following link: <http://www2.cortland.edu/offices/publications/handbook/part-two/#chapter220>.

SABBATICAL LEAVES (for the next Academic Year)

First week of October	-Faculty applications due to Department Chair
Third week of October	-Department Chair's recommendations due to Dean
Second week of November	-Dean's recommendations due to Provost

LEAVES OF ABSENCE

Spring Leaves

First week of November	-Faculty applications due to Department Chair
Second week of November	-Department Chair's recommendations due to Dean
Third week of November	-Dean's recommendations due to Provost

Fall Leaves

First week of April	-Faculty applications due to Department Chair
Second week of April	-Department Chair's recommendations due to Dean
Third week of April	-Dean's recommendations due to Provost

REAPPOINTMENTS AND CONTINUING APPOINTMENTS

First Year Appointments

November 1	-Faculty portfolios due to Department Personnel Committee
November 15	-Department Personnel Committee's recommendations due to Department Chair
December 1	-Department Chair's recommendations due to School Personnel Committee
December 15	-School Personnel Committee's recommendations due to Dean
January 15	-Dean's recommendations due to Provost

Second Year Appointments

September 15	-Faculty portfolios due to Department Personnel Committee
October 1	-Department Personnel Committee's recommendations due to Department Chair

October 15	-Department Chair's recommendations due to School Personnel Committee
November 1	-School Personnel Committee's recommendations due to Dean
November 15	-Dean's recommendations due to Provost

Third Year+ Appointments *(including full-time lecturers)*

February 1	-Faculty portfolios due to Department Personnel Committee
February 15	-Department Personnel Committee's recommendations due to Department Chair
March 1	-Department Chair's recommendations for tenure-track faculty due to School Personnel Committee
April 1	-Department Chair's recommendations for lecturers and School Personnel Committee's recommendations for tenure-track faculty due to Dean
April 15	-Dean's recommendations due to Provost

PROMOTIONS *(including full-time lecturers)*

February 1	-Faculty self-recommendations due to Department Personnel Committee
February 15	-Department Personnel Committee's recommendations due to Department Chair
March 1	-Department Chair's recommendations due to School Personnel Committee <i>(Lecturer Review Committee)</i>
April 1	-School Personnel Committee's <i>(Lecturer Review Committee's)</i> recommendations due to Dean
April 15	-Dean's recommendations due to Provost

Please note: If a date falls on a Saturday or Sunday, the deadline will be the following Monday.

Calendar of Major Events

The following list is not intended to be complete, but may serve as a guide to major administrative events. Exact schedules are issued at appropriate times.

June

- Orientation and registration for new students
- First Summer Session concludes near the end of the month
- Faculty Annual Report due to Department Chair

July

- Orientation and registration for new students continues
- Second Summer Session concludes near the end of the month
- Department Annual Report due to Dean

August

- Advisement and registration for new students not previously registered (Friday before classes begin)
- Drop-Add period (1st week of classes)
- New Faculty Orientation (3rd or 4th week in August)
- President's Opening Meeting for the fall – usually the Thursday prior to the first day of classes
- Opening Convocation (4th week in August) – usually the Sunday prior to the first day of classes

September

- Spring Master Schedule Development (begins early in the month, completed by end of month)
- Faculty and Professional Staff Awards Banquet

October

- Summer Session course proposals (late in the month, completed in December)
- Proposal of equipment purchases from Academic Equipment Replacement funds (date of submission varies, but chairs are usually requested to submit requests within the month)
- Advisement and Registration for spring courses
- Request for advisors to assist with January advisement and registration for spring admits

January

- Advisement and registration for new spring admit students (early January and Friday before classes begin)
- Drop/Add period (first week of classes)
- President's Opening Meeting for the spring
- Advisement and Transition begins to identify faculty interested in teaching discipline specific sections of COR 101 the Cortland experience course

February

- Fall Master Schedule (begins early February, completed in early March)

March

- Recommended courses to be used in registering new first-year students to Advisement and Transition
- Information available about summer advising

April

- Administrative Professionals' Day
- Transformations: A Student Research and Creativity Conference
- Advisement and registration for fall courses

May

- Discretionary Salary Increase recommendations to deans
- Registration/beginning of first Summer Session

THE BUDGET

The head of each unit/department is responsible for closely monitoring the budget so that no deficits occur. Request for filling vacancies should be submitted to the deans along with

the justifications. The Business Office is responsible for monitoring the Personnel Service Regular (PSR) portion of the budget. The Provost is responsible for reallocating any monies that are intended for all of Academic Affairs (e.g. Agency, Academic Equipment Replacement, relocation for new faculty, computer hardware and software for new faculty, and other one-time funds as they become available). Other accounts for specific purposes (faculty-related searches, accreditation, academic development, diversity, graduate research initiatives, research coordination) are processed directly through the Provost's Office. A number of these accounts have specific regulations that should be strictly adhered to. For example, the Academic Equipment Replacement Funds cannot be used to pay for any item less than \$250. For program review, the Provost's Office is responsible for travel costs of the external reviewer, while the department covers the cost for honorarium.

The following items are funded from accounts directly administered by the Provost:

- Academic Convocation (Partial support)
- Computers for new full-time tenure track faculty (basic software for teaching faculty is provided by Academic Computing); visiting faculty with fulltime temporary appointment receive reassigned computers.
- New Faculty Orientation
- Faculty Awards Banquet (along with Faculty Development Center and the Research and Sponsored Programs Office)
- Assessment (travel costs for external reviewers, stipend for GE Assessment Readers, stipend for adjunct faculty attending Norming Sessions; travel costs for external reviewers for academic departments during program review; departments are responsible for honoraria.)
- Faculty – related searches – costs associated with the campus interview process; the Provost's Office does not cover costs for the posting of ads for academic department searches
- Partial support for Transformations, A Student Research and Creativity Conference
- CTE forms
- Spring Opinion Survey costs
- Academic Equipment Replacement (subject to availability of funding)
- Miscellaneous faculty requests, including conference support (subject to availability of funding)
- Miscellaneous student requests
- The Campus-funded Programs Account is an IFR account that is used to bring together funding from different sources through transfers and revenue deposits. The goal is to help coordinate payments so that the vendor does not receive separate payments from various sources (e.g. honorarium). As a general rule, honorarium is paid to the individual on a standard voucher. There have been cases where the individual would want the check paid in the organization's name. Guidance for this process can be sought from the Accounts Payable Office.

SEARCHES: DIRECT BILLING AND REIMBURSEMENT

The academic department is responsible for scheduling and conducting faculty-related searches. However, campus interview costs (lodging, meals and transportation/mileage) for these searches are funded by the Provost's Office. Please contact the Provost's Office (607-753-5421 or officeof.theprovost@cortland.edu for the guidance documents associated with the direct billing and reimbursement of costs associated with campus interviews.

PROGRAM REVIEW: DIRECT BILLING/REIMBURSEMENT

INTRODUCTION

Reviewer Stipends

The stipend for each external reviewer is \$500 and is to be funded by the individual Department. Paperwork will be prepared by the Department and sent through appropriate approval channels (Extra Service Form, Standard Voucher, etc., depending on whether the reviewer is a State employee or not).

Travel Expenses

The Provost's Office will provide reimbursement per SUNY guidelines for travel-related expenses required by the external reviewers. Costs which may go beyond lodging, mileage, and meals must have prior Provost's approval. Proper paperwork will be prepared by the Department and sent through appropriate channels and to the Provost's Office for budget coding and final signature.

TRAVEL

1. **Commercial Transportation (airfare, rail fare, etc.):** Please work with our local travel agency, AAA Travel (607-257-3557) to make arrangements and email the contract to Eunice Miller at Eunice.miller@cortland.edu with instructions to arrange payment.
2. **Personal car:** Reviewers who use their personal vehicles will be reimbursed for mileage at the existing State rate.

LODGING AND MEALS

Procedures for the external reviewer's lodging, meal allowance, and procedures for the payment of meal costs are similar to those for candidates who interview on campus.

GUIDELINES FOR THE ASSESSMENT OF THE MAJOR PROGRAM REVIEW

Process Stages

1. The first draft of the Self-Study is completed by the department (according to the SUNY guidelines and reporting forms for implementation) and forwarded by electronic copy to the Dean.
2. The Department will forward names and CVs of potential external reviewers through the Dean to the Provost. Reviewers are expected to have administrative experience at the department chair level or higher. At least one reviewer should be from a SUNY school.
3. Provost sends names of approved reviewers to Dean and Department.
4. Dean returns comments on Self-Study draft to Department.
5. Department completes final draft of self-study; submits to external reviewers with electronic copies to Dean and Provost.
6. External reviewers visit campus. Visit to include one-hour exit interview with Department Chair, Dean and Provost.
7. Reviewers submit written report to Department Chair, Dean and Provost.
8. Chair submits final version of the Self-Study (hard copy in an appropriate 3-ring binder), reviewers' comments, and Department's response to Dean.
9. Dean adds written response to review materials and submits to Provost.

PERSONNEL PROCEDURES

Please check the Human Resources page at the following links for updated information and forms related to personnel policies and procedures, and benefits:

- <http://www2.cortland.edu/offices/hr/Policies-and-Procedures/>
- <http://www2.cortland.edu/offices/hr/forms/>
- <http://www2.cortland.edu/offices/hr/benefits/>

RELATED RESOURCES

The following links can be used to access publications and other important documents that are indispensable to the department administrator's duties. Some of these publications/sites are sources for information in this booklet. A number of publications are issued periodically, and administrators should use the most recent version.)

College webpage

www.cortland.edu

College Handbook

<http://www2.cortland.edu/offices/publications/handbook/index.dot>

Classified Staff Employment Handbook: *Policies and Procedures*

<http://www2.cortland.edu/offices/hr/pdfs/handbookclassified.pdf>

Handbook for Professionals and M/C Employees

<http://www.cortland.edu/hr/mchandbook.html>

Human Resources Web Page

www.cortland.edu/hr

Appointment/Reappointment Forms (and preferred paper Color)

<http://www.cortland.edu/hr/forms.html>

College Catalog:

<http://www2.cortland.edu/admissions/graduate/college-catalog.dot>

Handbook for Part-time Academics and Professionals:

<http://www2.cortland.edu/offices/hr/pdfs/2011part-timehandbook.pdf>

Course Teacher Evaluation: Policies and Procedures

<https://www2.cortland.edu/dotAsset/c45de2a2-059f-4ea4-8231-0e38ab03221b.pdf>

Policies of the Board of Trustees of the State University of New York

<https://www.suny.edu/about/leadership/board-of-trustees/>

University Faculty Senate's "Guide for the Evaluation of Undergraduate Academic Programs" (www.SUNY.edu)