

**DEPARTMENT CHAIR'S HANDBOOK**

Compiled by 2010-11 Chairs  
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- I. UBER Schedule: Calendar Format**
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## Administrative Responsibilities

Chairs have the authority to make recommendations and decisions with respect to the following list of responsibilities

### Work Plans

- **Timing:** In the Spring of each year faculty will reflect on their work plan from the year and draft a new work plan for next year. The Chair will meet with each faculty member in the Spring. In the case of newly hired faculty, the faculty member will draft a work plan and meet with the Chair within the first month of employment. Forward the completed Work Plan with your comments and recommendations to the Dean. This is the main tool for faculty evaluation. **The Due date for the current year's work plan with Chair's evaluation is May 30<sup>th</sup>**
- **Evaluation of Previous year's work plan:** discuss and evaluate the previous year's plan and the faculty's progress on their stated goals. Provide a evaluation for each section ( Teaching, Service, and Scholarship) followed by a final summation of the faculty member's overall performance referencing sections 2.3, 2.5 through 2.8 of the Faculty Handbook. The summative evaluation at the end of the document should include review of student course evaluations, classroom observations and other data as applicable and a decision regarding recommendation for general increase and recognition pay.

**Regarding Pay Increase Recommendations:** Keep in mind that we are anticipating two levels of increase. They are:

**General Pay Increase:** Has performed at an acceptable level and has fulfilled the majority of his/her responsibilities and objectives for the year.

**Recognition Pay Increase:** Has exceeded normal responsibilities and expectations and has demonstrated a commitment to PSU that has moved the institution forward in accordance with its strategic plan.

Sample language is provided below.

**General Pay Increase:** "I recommend professor x be considered for the institutional general pay increase." "Based on..... I am recommending that professor x receive the general increase."

**Recognition Pay Increase:** "I am pleased to recommend professor X for the general increase and recognition pay based on....." or " Because of professor x's work in the area of .... I am pleased to recommend recognition pay increase."

- **Planning new Workplan:** discuss and modify as needed, their work plan for the upcoming year. Ensure that stated goals are appropriate in relation to teaching work load and P&T requirements. The Chair will assist young faculty in prioritizing goals

and allocating time across responsibilities and ensure that teaching workloads, scholarship expectations, and sharing of department and university service are equitable across the department.

- Work plan forms are posted on the Academic Affairs website.
- Please review sections 2.5 – 2.8 (Evaluation and Promotion and Tenure) of the Faculty Handbook for further information on the Chair's role in evaluating faculty.
- In the case of a joint appointment, the primary Chair shall consult with the secondary director/Chair to ensure that secondary responsibilities are met. The secondary director/Chair may provide evaluation in writing to the primary Chair to be included in the comments and recommendation section.

### **Faculty Teaching Observations/Evaluations**

- The Department Chair and/or designee approved by the department shall visit annually all non-tenure track faculty and all tenure-track faculty who have not received tenure. Additionally, you shall observe within two years of application, all those tenured faculty who are eligible for promotion. The Department Chair and/or designee may visit the classes of other faculty as the need arises. Typically the instructor will be notified of the visit in advance. See section 2.5 for additional information about the teaching observation/evaluation process.
- A copy of the observation/evaluation shall be provided to the faculty member and to the dean to become a part of the permanent record.

### **Student Course Evaluations**

- Every teaching faculty member shall be evaluated by each class, each semester, using the university course evaluation process. The PSU common online evaluation instrument is required for all courses.
- Departments may include additional questions to the PSU course evaluation instrument to ensure that it reflects departmental and instructor/course specific learning outcomes by contacting Stacey Curdie and providing her with the questions to be added.
- Library users shall, in a manner determined by library faculty, be afforded the opportunity to evaluate each library faculty member.
- At the end of each semester, Chairs shall review faculty members' course evaluations and provide written feedback to faculty members. Feedback shall be provided within a reasonable timeframe following the posting of grades, to be informative to the faculty member.

### **Reappointment letters**

- For all pre-tenure or non-tenure track faculty, Chairs shall make an annual recommendation for re-appointment based on evaluation of comprehensive performance in Teaching, Service, and Scholarship as appropriate to appointment

- type. Evaluation resources include the Workplan, class observations, and course evaluations.
- (see evaluation section above) and send to the Dean.
  - The Provost's office will send a reminder of the dates for which these are due.
  - See Chair's UBER Schedule for timeline that is in the addendum.

### **Promotion and Tenure**

Refer to PSU Faculty Handbook Section 2.8: Department Chair Checklist and Responsibilities. Faculty starting employment in Fall 2012 will follow the 2012 guidelines. Faculty whose employment started prior to Fall 2012 may choose to use previous guidelines or update to the 2012 guidelines until Fall 2015.

Link to previous guidelines: [https://www.plymouth.edu/office/vpaa/files/2012/03/Pre\\_2012\\_Promotion\\_and-Tenure.pdf](https://www.plymouth.edu/office/vpaa/files/2012/03/Pre_2012_Promotion_and-Tenure.pdf)

Link to 2012 guidelines: [https://www.plymouth.edu/office/vpaa/files/2012/03/Current\\_Promotion\\_and\\_Tenure\\_Guidelines\\_endorsed\\_3-11-121.pdf](https://www.plymouth.edu/office/vpaa/files/2012/03/Current_Promotion_and_Tenure_Guidelines_endorsed_3-11-121.pdf)

### **Assignment of Program Coordinators**

Chairs have the authority to assign and/or re-assign Program Coordinators within the department with respective responsibilities to be articulated in the Faculty member's work plan under the category of service. Chairs may recommend Coordinator course releases to the Dean for approval.

### **Hiring of Teaching Lecturers**

- The Chair shall hire qualified Teaching Lecturers as needed to meet the curricular offerings of the department.
- The Chair must seek approval of the Dean before hiring Additional Teaching Lecturers (adding to the number of Teaching Lecturers within the dept .).
- The minimum qualification for a Teaching Lecturers is a Masters Degree. This qualification may be waived in instances where the individual has mastery of a skill or content area and/or extensive professional experience, or in the case of a graduate assistant who will be mentored and closely supervised. Waiver of this qualification must be approved by the Provost and a mentor must be assigned to work with this individual.
  - Department Chairs have the authority to evaluate and hire applicants for adjunct teaching positions.
  - For Undergraduate Teaching Lecturers: provide new faculty ID request form (obtained from Alice O'Conner), course CRN's, course designators, and course titles of the courses to be taught and a copy of the Teaching Lecturers member's CV to the Provost's office.
  - For Graduate Teaching Lecturers: send the completed Graduate Appointment form (obtain from the Administrative Assistant to the Associate Vice President of the College of Graduate Studies, Beth Beaulieu) and a copy of the Teaching Lecturers member's CV to the Administrative Assistant to the Associate Vice President of the College of Graduate Studies Beth Beaulieu.
  - Some Departments may have a broader departmental role in the hiring process for Teaching Lecturers based on departmental governance.
  - You may receive unsolicited adjunct applications. You may want to review and hold on to these applications.

- The process for hiring Teaching Lecturers may include recommendations from program coordinators or other faculty, however the ultimate responsibility falls to the chair.

### **Scheduling, and Evaluating Graduate and Undergraduate Teaching Lecturers**

- Teaching Lecturers may teach no more than 23 credits per annum (not including UG Winterim or Summer) and no more than 12 credits/semester. This total includes Graduate Fall, Winter, and Spring and UG Fall and Spring.
- The Chair must seek permission from the Provost's office (contact Assoc. VP for Academic Administration & Finance. each time before assigning 12 credits or more to a Teaching Lecturer.
- Full-time staff employees of PSU who also teach as Teaching Lecturers may teach no more than 6 credits/term.
- Each department shall develop a process for evaluating the teaching effectiveness of Teaching Lecturers to include the following:
  - Teaching Lecturers must be observed and evaluated minimally during their first year of teaching at PSU. The Chair has the right to observe and evaluate faculty at any time. Faculty would normally be informed in advance and an agreed upon day/time arranged. The observation/evaluation shall be provided in writing to the faculty member and a copy placed in the faculty member's official personnel file.
  - Review of student course evaluations, course materials, and observation/evaluations shall be used in the re-appointment process.
- The Department Chair has the overall responsibility for the regular evaluation of *Teaching Lecturers*. For those in the Union, See Collective Bargaining Agreement Feb. 5, 2014 Article 13 Faculty Performance Evaluation, pp. 19 and 20.

### **Supervision and Evaluation of Support Personnel (OS & PATs)**

- Performance evaluation forms and instructions for evaluations are available on the HR website and will be e-mailed to you as a reminder from HR in the winter (Dec/Jan). HR can be contacted to request preliminary guidance in the use of the OS/PAT performance evaluation process, forms, and evaluation criteria.
- Evaluations for staff shall be completed by March 30<sup>th</sup> and sent to Alice O'Connor.
- You will need to plan to meet and discuss the evaluations with staff.
- You can recommend raises and/or job reclassifications. The HR office is a helpful resource for this process.

### **Recommendation of Sabbaticals**

- Alice O'Connor sends a memo in the fall with reminders about due dates, links to applications, and eligibility.
- Applications are due on the November 1<sup>st</sup> to the chair and by November 15<sup>th</sup> to the Dean.

- Chairs are required to fill in a section of the form. This includes: your judgment about merit of the plan; the Department's plan to cover classes (including use of adjuncts) is required. You will also need to plan to reassign advises and coordinate classes. In the case of faculty with a joint appointment, the Primary Department Chair should consult with the secondary Chair/Director regarding scheduling implications. The application should address how the faculty member's assignments in all areas will be covered.
- Forms are available on the Academic Affairs Website.

### **Recommendation of Professional Development Requests**

- The Chair makes a determination for use of departmental professional development funds with a minimum of \$400.00 per faculty member that is part of the annual departmental operating budget.
- Faculty Development Requests are reviewed by the Chair on a continual basis throughout the year. The Chair provides a recommendation (on the form). The Faculty member then forwards to Robin Schofield at the Office of the Academic Deans for approval by the respective Dean. Forms are on the Academic Affairs Website.

### **Course Scheduling**

Chairs have the responsibility and authority to assign graduate and undergraduate courses and course schedules according to curricular needs and to maximize student access to courses including evening, hybrid, online and scheduling multiple sections across various days. Chair must approve of all courses offered and faculty workloads for undergraduate, graduate and Frost School offerings.

UG Scheduling Period: January-March for Fall Semester. Due to Registrar Mid-March.

August-September for Spring Semester. Due to Registrar End-of-September.

Frost School Winterim: Due Mid-July

Frost School Summer: Due Mid-January

Graduate Scheduling Period: Spring and Summer courses due to CoGS Oct. 1

Fall courses due April 30<sup>th</sup>

Winter Courses due June 30.

- Develop a preliminary schedule that meets the needs of the students (majors, minors, support courses you offer for other majors, general education).
- Pay close attention to courses that are offered half semester only and to courses designated for F or SP semesters only, and for Odd or Even years.
- Remember courses that are hard scheduled for incoming students.
- Coordinate rooms/times across departments
- Match course offerings with catalog requirements for fall/spring offerings
- Identify faculty/sections to be offered as Honors courses
- Work with Graduate Coordinators to schedule graduate courses (be mindful of term differences)
- As part of the planning process, review Admissions data sent by Admissions regarding incoming students and review Banner enrollment data on course sections

- and enrollments. Make note of necessary revisions for future semesters (e.g. reduce or increase number of sections or frequency of offering in future semesters)
- Be conscientious of faculty load (including graduate) relative to release time, overload and work plan. Requests for release time are approved by the Dean.
  - Undergraduate overloads (teaching greater than 12 credits) require approval of the Provost prior to scheduling.
  - Chairs must approve graduate overload.
    - In-loaded graduate courses require approval of the Dean and Associate Vice President of Graduate Studies. Due to the graduate budgeting process this request must be addressed during budget preparation (February of year prior to anticipated in-load). \*\* Note advance planning needed.
  - Permission must be sought in advance from the Provost to schedule Teaching Lecturers at 12 credits **per term**. Teaching Lecturers may teach no more than 23 credits annually (Fall/Spring).
  - Share the preliminary schedule with faculty to ensure there are no conflicts.
  - Ensure that faculty understand the schedule is preliminary and subject to change based on low enrollments, increased demand and changes in departmental and university needs
  - Finalize and work with department Administrative Assistant to schedule courses in Banner.
  - Set cap at or within 2-3 of the room size (unless prior approval from the Dean for a smaller cap has been established and in practice).
  - Schedule appropriate evening and online courses in consultation with the Dean of the Frost School to ensure we are meeting the needs of matriculated students enrolled through Frost (online and evening students).
  - Each semester you shall provide Office of the Academic Deans via Robin Schofield with a workload summary for all your faculty and adjuncts (UG and Grad).

**Pre-registration period and in the 2 weeks following pre-registration:**

- Monitor enrollments during registration
  - As soon as registration is complete, review enrollments and adjust schedule as necessary. It is important to do this as soon as possible – prior to the end of the semester, so faculty do not spend time in preparation for a class that is ultimately cancelled or assigned to someone else.
- Coordinate contact of majors who have not enrolled in their major courses by the end of the pre-registration period and remind them of the need to enroll.
- Cancel low enrolled courses while being mindful of hard scheduling (in relation to admissions date) of first year courses and late registrations of incoming students. If a FT faculty member course must be cancelled, re-assign a fully enrolled course to the FT Faculty member.
- Minimum class size is 10. For classes smaller than 10, Chairs have the following choices:
  - Combine multiple sections into a single section

- Cancel the class: Contact and work with students who need the class to take the class in a future semester or suggest a substitute course (complete student request with students if necessary)
- Consider offering course every other semester or year depending on context
- Offer to a qualified Teaching Lecturers for pro-rated salary
- If no other options and students MUST have class in order to graduate on time, offer the class as “individual enrollment” (faculty are paid per student up to 10)
- Inform faculty immediately of changes that impact their schedule.
- Opening of new, closing, or adding a new section of UG and Graduate sections require approval of the Provost.

### **Timing and Process**

- The Dept. Administrative Assistant will enter course information (e.g., course, room, time, and cap) into the computer system. All online sections and evening sections designated as Frost will be emailed to the Frost School program assistant who enters Frost sections. (All on-line and Frost designated evening courses are in-putted into the computer system by Frost School Staff ). It is important to consult with the Dean of the Frost School before the schedule is “finalized”.
  - Dean of the Frost School will provide an estimate of the annual scheduling needs for courses to be offered for Frost School Students (evening/online) during Fall, Winter, Spring, Summer terms with projection of number of seats needed to be reserved for Frost School students to the Deans and the Chairs in order to assist with scheduling.

### **Course Cancellations**

Low enrolled courses of 10 or less are carefully monitored by the Assoc. VP for Academic Administration & Finance.

Courses with under 10 enrollments will be cancelled. Exceptions may be made on a case by case basis. The Department Chair will make this request and provide the rationale to the Dean and

Due to the Union Contract, the deadline for Course Cancellation notification to Teaching Lecturers is August 1 for Fall courses and January 5 for Spring courses.

## **Departmental Affairs**

### **Represent the Department within the [College and] University**

- Student and parent orientation sessions, alumni activities, college council and university-wide council of chairs meetings, Advancement activities, Convocation and other Awards ceremonies, guidance counselor breakfasts and other recruitment activities – these are just a few of the many occasions at which you will be called to be the face of your department to both internal PSU audiences and external audiences.
- The Chairs are the advocates for the faculty and will be called on to express their opinions or the Department’s collective will to administration and/or other relevant parties.
- Advocate on behalf of and protect the rights of faculty

### **Provide Departmental Leadership**

- An important role of the Chair as an administrator is to help move forward the university agenda and initiatives in support of the mission.
- The Chair is in the unique position of representing the Administration to the faculty and representing the faculty and their respective department to the Administration.
- One important function of the Council of Chairs and the College Council is communication among departments and between Administration and faculty. The Chair plays an important role in conveying information from the administration to the faculty as discussed during PSU Council of Chairs and College Councils of Chairs.
- Council of Chairs meets the second Wednesday during fall and spring semesters
- College Council meeting dates are determined by the Dean
- A key leadership responsibility of the Department Chair is cultivating a respectful and collegial community for the department.
- The Chair is responsible for engaging faculty in the development and achievement of the departmental vision and/or mission
- The Chair is responsible for preparing Thank you letters to donors of gifts to the department. Gift and donor information is provided by Advancement on an ongoing basis as gifts are received. Letters should be sent directly to the donors with a copy send to Advancement Gift Officer, Diane Tiffany.

### **Department Meetings/Retreats**

- Departments should meet a minimum of once per month- many will meet more often.
- Departments should hold a retreat or meeting before the start of each semester: January and August Faculty Week.
- The Chair is responsible for setting the agenda for department meetings and retreats.
- Consider creating a regular and transparent process by which any member of the department may propose an agenda item. You may want to follow the faculty speaker model of a fixed and publicized monthly deadline or call for agenda items. Publicize the agenda well enough in advance so that faculty members have enough time to consider all the items and/or attachments.

### **Department Committees**

- The Chair is responsible for ensuring that departmental committees are in place including P&T committees, search committees, program review/self-study, and others as needed for planning and implementation of work on behalf of the department.
- Such processes as hiring, curriculum, and promotion/tenure have lasting and significant impact on departments. Additionally, the processes of departmental academic planning and assessment will require faculty buy-in and involvement for both philosophical and practical reasons. Involving faculty consistently in transparent decision making processes will help ensure that good decisions are made.

## **Academic Affairs: Planning and Program Review Process**

### **Academic Plan**

Each department is expected to have a 5-year Academic Plan that is reviewed and revised annually by the department. It is the department chair's responsibility to ensure that this process happens.

- The Academic Plan includes:
  - departmental vision/mission,
  - departmental goals that are aligned with institutional mission and strategic plan
  - student outcomes and assessment process that will inform program and curricular development.
  - identification of needed resources that will inform budget requests
- It is essential to consider graduate and undergraduate planning (including Frost School) and to ensure that graduate coordinators have been part of the process of plan development.

### **Coordinate/Facilitate Accreditation Activities and/or Program Review**

- Programs that require external accreditation will use the accreditation process in lieu of PSU's program review process.
- Your program(s) may be accredited by a professional accrediting organization. As a new chair, you should familiarize yourself with the most recent accreditation reports as well as with the timeline for future reviews. Consulting with faculty who have worked on past accreditation activities will be helpful.
- For programs with no external accreditation, a Program Review will be conducted every 5 years. Academic Affairs maintains a record of reviews that is available on the Academic Affairs Website. See below.
- See Program Review Guidelines → <http://www.plymouth.edu/office/vpaa/faculty/>

### **Advising**

- Support and encourage conversations about effective advising with faculty - including the various roles of mentoring/advising students vs. advising for course scheduling. In addition to course selection and scheduling, advising involves mentoring students into the discipline, attending to students' career development and social adjustment concerns and including them when possible in your scholarly activities. Further information is available online:
  - Resources for Advisors → <http://www.plymouth.edu/office/undergraduate-advising/for-advisors/>
  - Academic Advisor's Handbook → <http://www.plymouth.edu/office/undergraduate-advising/for-advisors/advisors-handbook/>
- Assist/mentor new faculty advisors with the scheduling process (Banner negotiation, student files, curriculum planning, etc)
- Encourage new faculty to attend advising workshops

### **Curricular Oversight**

- Establish and implement a departmental process to maintain an annually updated electronic file of all syllabi. Copies should be maintained for 10 years.

- Monitor (or delegate authority for monitoring) multi-section course syllabi to ensure that course description and objectives as approved by the PSU Curriculum Committee are being met and that learning outcomes are consistent across all sections.

## **Faculty Affairs**

### **Hiring**

- The Chair is responsible for being familiar with the current HR recruitment process. See the HR site→ <https://www.plymouth.edu/office/human-resources/internal/recruitment/>
- The Chair shall work with the Dean in developing a Search Committee which includes at least one member external to the department.
- The chair participates in hiring full time faculty. The chair may also be a member of the Search Committee. The Chair approves the job description/ad, interviews, final candidates, maintains communication with the Committee ( if not on the Committee) , reviews the Committees choices, and makes the final recommendation to the Dean. If the department Chair’s recommendation differs from the Committee’s, a meeting shall take place among the Committee, the Chair, and the Dean. In this case, the Dean will make the final decision.
- Chairs hire Teaching Lecturers (see section on Chairs Administrative Responsibilities.)

For Grant Funded Faculty positions see: Section 3.5.4 of the USNH Online Policy Manual for Recruiting Procedures: <http://www.usnh.edu/olpm/USY/V.Pers/C.3.htm>

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### **Orientation of New Faculty**

- Includes an initial meeting with the administrative assistant to go over standard department protocols (e.g., keys, copy machine, mileage vouchers, parking, etc.)
- Provide an overall orientation to include:
  - course assignment procedures,
  - teaching expectations,
  - use of course management system,
  - advising responsibilities,
  - office hours,
  - equipment operation,
  - meeting attendance expectations (e.g., department, faculty),
  - student evaluations,
  - promotion and tenure expectations,
  - faculty responsibilities as outlined in the Faculty Handbook.
- Chairs will work with new faculty to develop a Work Plan within the first month of employment.
  - Work plan should align with goals for position – develop in September and review in January in order to make changes – final review in Spring with evaluation and new work plan
  - Review performance evaluation expectations and make sure of alignment to workplan

## **Develop and implement a process for ongoing mentoring of new full-time and Teaching Lecturers**

- Introduce new faculty to department faculty and staff
- Assist with office set up and ensure supplies for courses are in order
- Provide Syllabi for all courses and review current program and course goals and
  - how they fit into the department mission. Discuss possible revisions and/or
  - changes if needed or appropriate
- If position is a program coordinator, review responsibilities
  - ( also include in Service component of work plan)
- Provide information on department governance, protocols, procedures, and who to contact for
  - needs and questions
- Coordinate with Dept. Web designee and Admin. Assistant to make sure new faculty
  - information is uploaded on Dept. Website ( contact Alice O'Conner)
- If appropriate, provide guidance on hiring student workers
- Recommend weekly or monthly check –in meetings as needed
- Assign a department faculty mentor
- Provide support/training for Moodle and Mahara
- Class Observation should occur first semester of employment
- Assist with transitioning into new environment and community
- Visit frequently to simply check-in and provide support
- Be there for questions and support
- Provide advisement on Curriculum Development and Curriculum change proposal process , new course
- design process, gen ed course design, FY Seminar opportunities etc..
- Other as needed on an individual basis

## **Faculty Growth and Performance**

- Support and encourage faculty growth and high performance in teaching, research, advising and other professional activities in accordance with established faculty work plans.
- Allocate available department resources in support of faculty and student success and to carry out the mission of the department.
- Review and recommend professional development requests.

## **Personnel Policies**

Chairs should familiarize themselves with Personnel Policies as outlined in the Faculty Handbook.

## **Budget Affairs**

The Department Chair has administrative authority for the Departmental Budget and is responsible for oversight, management, and allocation of the Department Budget. The chair is responsible for ensuring that the department budget remains balanced and not overdrawn. While departments should use allocated funds in an efficient manner, available resources should be used to support students, staff and faculty. Departments should use departmental allocated funds

before seeking resources from Dean or Provost. Orders for supplies and equipment should be completed in a timely manner such that delivery occurs prior to June 15<sup>th</sup>.

The department Budget is comprised of the Operating Budget and the Student Employee Budget. The operating budget includes line items for: Travel (Professional Development @\$400 per FT Faculty), Supplies, Maintenance, Equipment, Printing/Copying, Phone, etc. The Chair has authority to move funding within these line items as necessary (excluding personnel lines). The administrative assistant manages this process.

### **Budget Requests (This section still in progress) Need to cross check with PDF version**

There are two mechanisms for making the annual budget requests: Strategic Planning Requests and Operational/Faculty line requests. Both are due in late October (See Uber Schedule). These processes are managed electronically and requests are sent out by office of Finance and Budget in the fall. There is a Budget Planning Guide available on my.plymouth under the Services tab under Finance Resources.

#### Operational Requests:

These requests are for changes in ongoing or required costs and meet one or more of the following criteria:

- Contractually Mandated – due to contract fees and services, such as maintenance contracts, service contracts, and licensing fees.
- Health and Safety related – directly related to defined health and safety issues or problems on campus, such as emergency phones and eye wash stations,
- Legally Required – based on federal/state laws and will increase overall expenses to the campus, such as an increase in the minimum wage.
- Critical to Maintain Core Services/Functions – absolutely essential in ensuring the campus can continue to provide the same service or function at its current level.
- *Faculty line requests are also included in the Operational Request Form.*

*Talking points/guidelines for faculty requests and a hard copy request form are available in the Addendum and on the Academic Affairs Website.*

#### PBLG Strategic Requests:

These are requests that are directly connected to or support the Strategic Plan. These are new requests for one time and or ongoing funding. These requests should be linked to the Department Academic Plan identifying resources needed to implement departmental initiatives. The PBLG process should include requests for new and replacement classroom technology.

#### Repair and Renovations:

These are projects such as moving a door, adding or moving a wall, or building a cabinet, and renovation requests. These are due in October/November (See Uber Schedule). The request form is available on the Physical Plant web site: <http://www.plymouth.edu/office/physical-plant/>

#### Computers and Technology:

There is an available pool of funds for faculty computer replacements. Each department has a designated number of computer replacements coordinated by Jo-Ann Guilmet of ITS with Ann

Thurston. This is separate from your Operating budget and PBLG requests. Computers for Department staff (e.g., administrative assistant) must be purchased from the department's operating budget. As indicated above, new and replacement classroom technology is a PBLG Strategic Request

### **Student Affairs**

- Chairs should review Academic Policies (link to [www.Plymouth.edu/undergraduate](http://www.Plymouth.edu/undergraduate)) and be familiar with all curriculum and general education requirements.
- Chairs should be knowledgeable about all relevant departmental policies and curriculum in order to support students and ensure that this information is available to students. Additionally, Chairs should be aware of special course entry requirements, such as student GPA, performance, signature, and prerequisites and departmental exceptions to students taking Internships
- In the event of student complaints, the chair will encourage the student to work with the relevant faculty member. The Chair should be available to intervene as necessary.
  - See catalog for students challenging a professor's grade
  - See catalog for Academic Integrity policy and processesLink to catalog → <http://www.plymouth.edu/academics/undergraduate-programs/college-catalog-search/>

### **EVALUATION OF CHAIR**

Chairs will prepare an annual Workplan that will be sent to the Dean and reviewed with the Dean following the same procedures as Faculty Workplans with the Chair.

Departments will complete an anonymous online chair evaluation that will be implemented annually. Results will go to the Dean to help inform the Workplan review and annual evaluation.

ADDENDUM UBER CALENDAR Updated June 2014

<p><b>July</b></p>	<p><b>Start of Fiscal Year</b></p> <p><b>Mid-July –DOCS Winterim courses and schedule due to Gail Carr</b></p> <p><b><i>Summer quarter for Graduate programs: July 1- Aug. 30</i></b></p> <p><b>Plan ahead for course cancellations – <i>ideal to be in effect before Aug. 1 for Fall UG semester</i> – Course cancellations for TL’s after Aug. 1 will entail <i>a 10% fee if the TL is not re-assigned</i></b></p>
<p><b>August</b></p>	<p><b>Aug. 1 Teaching availability forms due from Teaching Lecturers (TL’s.) for Spring Scheduling</b></p> <p><b>Aug. 1 Deadline for Notifications of cancellation of Fall course assignment/s to Teaching Lecturers – by Dept. Chair</b></p> <p><b>Aug. 1 Formal appointments due to TL’s for Fall assignments from Provost’s office</b></p> <p><b>Notifications of terminal year for faculty</b></p> <p>Aug 1<sup>st</sup>-Chair letter to Dean with copy to candidate.</p> <p>Aug 15<sup>th</sup>-Dean to Provost with copy to candidate</p> <p>Sept. 1<sup>st</sup> - Provost to candidate</p> <p><b>Third Week - Orientation for New Faculty ( M and T) ,Council of Chair Retreat ( W and TR)</b></p> <p><b>Fourth Week - Faculty Week</b></p> <p>Weds. -Faculty Day</p> <p>Thurs. or Fri. -Department Retreat / Plan for annual review and update of department Academic Plan: Send updated plan to Dean.</p> <p><b>Begin UG Spring Schedule Planning</b></p>

<b>SEPTEMBER</b>	<p><b>First Week: Fall Orientation and Fall Convocation</b></p> <p><b>New Faculty develop work plan with Chair</b></p> <p><b>Fourth Week -Spring Semester UG Schedule due to registrar</b></p> <p><b><i>Fall quarter for Graduate Programs: September 1 – Nov. 30</i></b></p> <p><b>Plan for Fall P&amp;T observations for pre- tenure faculty</b></p>
<b>October</b>	<p><b>Oct 1<sup>st</sup> - GR Spring and Summer courses due to Angela Adams –</b></p> <p style="padding-left: 40px;">Prepared by Grad Program Coord. and approved by Chair</p> <p><b>First Week- Spring UG Schedules to Registrar</b></p> <p><b>Oct 15<sup>th</sup> - P&amp;T Candidates: Permissions to Review Application</b></p> <p style="padding-left: 40px;"><b>Materials and Personnel File</b></p> <p><b>Oct 15<sup>th</sup> -Candidates submit portfolio to department P&amp;T committees</b></p> <p style="padding-left: 40px;"><b>UG Schedules are available online</b></p> <p><b>Third Week – Review and approve Graduate Program Enrollment and</b></p> <p style="padding-left: 40px;"><b>Budget planning projections prepared by Grad. Program</b></p> <p style="padding-left: 40px;"><b>Coordinator. Send to Robin Schofield.</b></p> <p><b>End of Oct –Being preparation for PBLG Strategic Initiative proposals</b></p> <p style="padding-left: 40px;"><b>and Operational Budget Requests</b></p> <p><b>October 22-November 2<sup>nd</sup> – Advising</b></p>
<b>November</b>	<p><b>Sabbaticals:</b></p> <ul style="list-style-type: none"> <li>-Faculty application to Chair is due Nov 1<sup>st</sup></li> <li>-Chair Recommendation to Dean due November 15</li> <li>-Application form is on Academic Affairs Website: Information for Faculty</li> </ul>

	<p><b>Nov 5-16<sup>th</sup> – Spring 2013 Registration</b></p> <p><b>Nov 15<sup>th</sup> -</b></p> <ul style="list-style-type: none"> <li>- 2<sup>nd</sup>+ year faculty reappointment letters due to Dean</li> <li>- Department P&amp;T committee recommendations due to Chair with copy to candidate</li> </ul> <p><b>Mid-Nov. – Respond to 6D account Questions ( rollover funds) from Linda Dauer (rollover funds). Send response to Linda Dauer with cc to Ann Thurston and Robin Schofield</b></p> <p><b>Mid-Nov. – Mid-Dec. Send list of Spring semester courses to be hard scheduled for 1<sup>st</sup> year students to Registrar.</b></p> <p><b>Mid- November - PBLG Strategic Initiative proposals, Operational Budget Requests, and Renovation &amp; Repair Requests using electronic submission system w/copy to Dean</b></p>
<p><b>December</b></p>	<p><b>Dec. 1 Teaching availability forms due from Teaching Lecturers</b></p> <p><b>Dec. 1 Formal appointments due to TL’s for Fall assignments from Provost’s office</b></p> <p><b>First Week of Dec. Registration follow-up with unregistered students in department majors</b></p> <p><b>Dec. 6<sup>th</sup> Graduate Assistant Requests due to COGS</b></p> <p><a href="http://www.plymouth.edu/graduate/info/graduate-">http://www.plymouth.edu/graduate/info/graduate-</a></p> <p><b>Dec 15<sup>th</sup> -Department Chair P&amp;T recommendations due to Dean with copy to candidate</b></p>

	<p><b>General Education Sunset Review Proposals</b></p> <p><i>Winter Quarter for Graduate Programs: Dec. 1 – Feb. 28/29.</i></p> <p><i>Plan ahead for course cancellations – ideal to be in effect before Jan. 5 for Spring UG semester - Course cancellations for TL's after Jan. 5 will entail a 10% fee if the TL is not re-assigned</i></p>
<b>January</b>	<p><b>Begin UG Fall Schedule Planning</b></p> <p><b>Jan. 5<sup>th</sup> Deadline for Notifications of cancellation of Spring course assignment/s to Teaching Lecturers – by Dept. Chair</b></p> <p><b>Third Week – Council of Chair retreat</b></p>
<b>February</b>	<p><b>Feb 15<sup>th</sup> - 1<sup>st</sup> year faculty and Contract Faculty reappointment letters</b></p> <p><b>3<sup>rd</sup> Monday -Spring Open House for Prospective Students</b></p> <p><b>3<sup>rd</sup> Week -Academic Excellence Awards</b></p> <p><b>Third Week – Fall Semester UG Schedules to Registrar</b></p>
<b>March</b>	<p><b>Mar 1<sup>st</sup> –Requests for Course Fee Additions or Increases</b></p> <p><b>-to Ann Thurston</b></p> <p><b>First Week – Showcase submissions to Thad Guldbrandsen</b></p> <p><b>2<sup>nd</sup> Monday -Spring Open House for Admitted Students</b></p> <p><b>2<sup>nd</sup> Friday- Deadline for proposed changes to be included in next year's catalog</b></p> <p><b>Mid-March – Mid-April- Send list of Spring semester courses to be hard</b></p>

	<p>scheduled for 1<sup>st</sup> year students to Registrar.</p> <p>Fourth Week, Monday – UG Fall Schedules are available on-line</p> <p>Mar 30<sup>th</sup> -Performance Review of PAT and OS Department Members</p> <p>-Review due to Provost Office</p> <p><i>Spring Quarter for Graduate Programs: March 1- June 30</i></p>
April	<p>Work Plans and Annual Evaluation for all Continuing Faculty</p> <p>Apr 15<sup>th</sup> -Candidates Intent to Apply for P&amp;T</p> <p>-to Chair, Dean, and Provost</p> <p>2<sup>nd</sup> and 3<sup>rd</sup> -Mondays -<i>Spring Open House for Admitted students</i></p> <p>2<sup>nd</sup> and 4<sup>th</sup> -Saturdays -<i>Spring Sat Information Sessions and Tours</i></p> <p>Third or fourth week in April - SHOWCASE</p> <p>Apr 30<sup>th</sup> -GR Fall Course Scheduling due to Angela Adams</p> <p>Prepared by Grad. Program Coord. and approved by Chair</p>
May	<p>First Week of May: Registration follow-up with unregistered students whose major is with the dept. ( list coming from UG studies )</p> <p>3<sup>rd</sup> Friday -Spring Convocation</p> <p>3<sup>rd</sup> Saturday -Commencement</p> <p>Chairs develop Personal Workplans and Review with Dean</p> <p>May 30<sup>th</sup> – Annual Faculty Evaluation/ Workplan Review due to Dean</p>
June	<p>Final notification of Board Action on P&amp;T candidates</p> <p>1<sup>st</sup> 3 Weeks -June New Student Orientation</p>

	<p><b>June 30<sup>th</sup> -GR Winter Course Scheduling due to Angela Adams</b></p> <p><b>Begin Summer Planning for Annual Academic Plan update during August Dept. Retreat ( this will inform PBLG requests)</b></p>
<p><b>Monthly</b></p>	<p><b>1<sup>st</sup> Wed. –PSU Faculty Meeting</b></p> <p><b>2<sup>nd</sup> Wed. –PSU Council of Chairs</b></p> <p><b>4<sup>th</sup> Wed. –CAS College Council and CEHSS College Council</b></p> <p><b>2<sup>nd</sup> Fri. – Faculty Welfare Committee</b></p> <p><b>3<sup>rd</sup> Fri. 2:30 – Curriculum Committee</b></p> <p><b>2<sup>nd</sup> and 4<sup>th</sup> Mon. 2:30 –General Education Committee</b></p> <p><b>4<sup>th</sup> Friday – 4:00 – 5:00 – Graduate Faculty Meeting</b></p>

**OPEN HOUSE SCHEDULES will be coming from Jim Hundreiser’s Office**

## **ADDENDUM II: UBER CALENDAR Organized by Topic May 2013**

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- X. Faculty Week**

### **I. PERSONNEL**

#### **Re-appointment: Contract, Research and FTT Faculty**

Re-appointment letters due to Dean:

- 1<sup>st</sup> yr faculty- February 15th
- 2<sup>nd</sup> yr faculty-November 15th
- 3<sup>rd</sup> year+ faculty-November 15th

#### **Notification of terminal year.**

Chair letter to Dean with copy to candidate due Aug 1 of the year to be the terminal year.

Dean to Provost with copy to candidate due Aug 15 of the year to be the terminal year.

Letter from Provost to candidate - September 1 of the year to be the terminal year.

#### **P&T**

**Annual class observation** by Chair for pre-tenure faculty

**Pre tenure meeting Chair, Faculty Member, and Dean**

2yrs prior to tenure, and 1 yr prior to tenure

**Candidate's Intent to Apply: April 15<sup>th</sup>** to Chair and Provost

Faculty members who will apply for promotion and/or tenure must inform the Provost's Office, Dean, and the Department Chair no later than April 15 of the Academic year prior to the year of application.

**Candidate's Permission to Review Application Materials and Personnel File: Oct. 15**

Candidates who are to be evaluated for promotion and/or tenure must give written permission for their official file in Human Resources to be made available for consultation by evaluators at all levels (P & T Committee, et al). Candidates should submit the permission form in the personnel action folder by October 15 of the year of application

**October 15**, Candidates submit portfolio to department P&T committees

**November 15**, Department P&T committees recommendations due to Chair with copy to candidate

**December 15**, Department Chairs' recommendations to Dean due with copy to candidate

January 31, Deans' recommendations due with copy to candidate

March 30, Provost and Vice President for Academic Affairs recommendations due with

copy to candidate

April 30, President's recommendations due to USNH BOT with copy to candidate

Final notification of Board Action will come in late June

## **Workplans**

New faculty: develop Workplan with Chair in September

All continuing faculty\*: Annual Review/ Evaluation/ and Goal Setting

**Month of April:** prepare self-evaluation, send to chair and set date for annual Workplan review and goal setting meeting with chair. Completed work plan for the current academic year with Chair's evaluation and recommendation for salary increase is due to Dean from the Chair by **May 30th** (the work plan for next academic year does NOT need to be forwarded to the Dean ).

\* Chairs will develop Personal Workplans and Review with Dean: **month of May, due by May 30<sup>th</sup>**.

Dean's final salary recommendations due to Provost by June 30.

## **Performance Review of PAT and OS Department Members: March 30**

Review due to Provost Office: March 30

## **Sabbaticals: November 15<sup>th</sup>**

Faculty Application is Due to Chair, Nov.1st

Chair Recommendation is Due to Dean, Nov. 15<sup>th</sup>

Application form is on Academic Affairs Website: Information for Faculty

## **Requests for Graduate Assistants, Research Assistants, and Teaching Assistants: Jan. 7**

Request due to Lynnette Lawrence, January 7

Form available on CoGS website (Academics/ Forms)

## **II. BUDGET AND PLANNING**

**AY Budget cycle: July 1 – June 3**

**PBLG Strategic Initiative proposals** and **Operational Budget requests** – end of October. Strategic Initiative proposals to PBLG through electronic form (note- copies will be automatically sent to Dean and Provost). Operational Requests to Provost using the electronic form.

**Renovation and Repair (R&R) requests** – end of November to Physical Plant through electronic system. You must send a copy to the Dean.

**Course Fee Additions or Increases** – to Ann Thurston, **March 1**

## **III. PROGRAM REVIEW and ACCREDITATION: 5 year cycle based on Department Review Cycle**

**See Program Review Guide 2012 for comprehensive information on Academic Affairs Website**

**See Program Review Chart for Department Program Review/ Accreditation Cycles on Academic Affairs Website**

**Academic Plan- now integrated into the Program Review**

See Program Review document.

**\*Self Study and External Review/ Accreditation Review**

These are now integrated into the Program Review Process/Academic Plan

**NEASC Review Cycle: every 10 years**

Previous NEASC review was 2003 and the next is due 2013

**NCATE Review Cycle: every 7years**

Last Review: Spring 2011  
Next Full Review: Spring 2018

**NH DOE State Accreditation Review Cycle: every 5 years**

Last Review: Fall 2009 / Final Report: 2010  
Next Review: TBA

**V. SCHEDULING**

**Course Scheduling of UG courses**

Spring Semester Schedule due to registrar: end of September

Schedules are available on-line by October 15<sup>th</sup>

Start Planning in August

Fall Semester due to registrar: early-March

Schedules are available on-line by March 26<sup>th</sup>

Start Planning in January

Registration Follow-up

First week of December and First week of May: Registration follow-up with unregistered students in department majors as part of reviewing course enrollments and assessing needs for cancellations (see next item).

Course Cancellations

Chairs should review schedule and enrollments at the end of each registration period with particular attention to enrollments in upper level courses. Low enrolled courses (10 and lower) need to be carefully reviewed. Course cancellations, faculty reassignments, and notifications to students should be completed by the end of the current semester.

**Frost School Winterim and Summer Scheduling**

The summer course proposals are due mid-January

The winterim courses are due mid-July

Forms are on the Frost School web site.

<http://www.plymouth.edu/office/frost/faculty-staff-resources/course-proposal>

**Course Scheduling deadlines for College of Graduate Studies**

Oct 1: Spring and Summer courses

April 30: Fall courses

June 30: Winter courses

\* Course schedule and teaching assignments need to be reviewed and approved by the Department Chair prior to sending to CoGS.  
Send to Angela Adams.

**Identifying Courses to be hard scheduled for First Year Students**

Send course list to Registrar Mid-March to Mid-April for Fall semester.

Send course list to Registrar Mid-November to Mid-December for Spring semester.

**VI. RECRUITMENT: Orientation, Open Houses, and Calling Program**

**Orientation: specific dates announced annually**

The Fall orientation is the day before Convocation

The Spring semester orientation is always the Friday before the start of the semester

The June Orientation sessions always run the first three weeks of June.

### **Open Houses: specific dates to be announced**

Check Admissions Website for exact dates

#### **Fall open houses for prospective students:**

**Saturday: Homecoming and Family Weekend**

TBA

**Spring open houses for Prospective students: Monday: 3<sup>rd</sup> Week February**

**Spring open houses for Admitted students: Mondays:**

2<sup>nd</sup> week March

2<sup>nd</sup> week April,

3<sup>rd</sup> week April

**Spring Saturday information Sessions and Tours**

2<sup>nd</sup> Sat., April

4<sup>th</sup> Sat., April

**Department Faculty Recruitment Initiatives for Admitted Students** and other departmental initiatives. Chairs get lists on three separate occasions. We always do early February, early March, and early April.

### **VII. SAPC: Handbook and Meeting Dates**

SAPC Handbook is posted on the USNH Board of Trustees website: [www.usnh.edu/asa/sapc/html](http://www.usnh.edu/asa/sapc/html)

#### **Specific Dates need to be updated annually.**

General Schedule Guide for time frames: (Julie will update)

September 2

November 30

March 3

May 10

Proposals are initiated with an Intent- to- Submit

Following Intent Approval, the full proposal is developed

See SAPC HANDBOOK for details

### **VIII. COMMITTEES and COUNCIL MEETINGS**

**PSU Faculty Meeting** 1st W

**PSU Council of Chairs** 2<sup>nd</sup> W

**CAS College Council** 4<sup>th</sup> W

**CEHSS College Council** 4<sup>th</sup> W

**COBA Council** xxx

**Faculty Welfare Committee** -2<sup>nd</sup> F 2:30

**Curriculum Committee** – 3<sup>rd</sup> F 2:30

Proposal deadline: submit by 2nd F

\*\*\* Deadline for Changes to be included in next year's catalogue: March Curriculum Committee

**General Education Committee** – 2<sup>nd</sup> and 4<sup>th</sup> M 2:30

General Education Course Proposals

- Submit the proposal in pdf or Word format by email to the Gen Ed chair. It is not necessary to forward any hard copies of the proposal. The submission deadline depends on whether you are seeking *Early Review* or *Standard Review* (see below).

#### **Early Review**

- Submit the proposal by 5 PM on the Monday two weeks before the next Gen Ed meeting. The Gen Ed chair will circulate the proposal by email to the Gen Ed Committee.
- The Gen Ed Committee will consider the proposal by email. The Gen Ed chair will notify the college or department representative of the results by 5 PM on the Wednesday before the Gen Ed meeting.
- If the Gen Ed Committee does not approve the proposal in early review, it will consider the proposal in standard review. The Gen Ed chair will invite the college or department representative to attend the Gen Ed meeting. When extending the invitation, the Gen Ed chair will also forward the Gen Ed concerns or questions regarding the proposal raised by members in early review.

#### **Standard Review**

- Submit the proposal by 5 PM on the Monday one week before the next Gen Ed meeting. The Gen Ed chair will circulate the proposal by email to the Gen Ed Committee

**Sunset Review Deadline:** First Monday, December session

### **IX. CONVOCATION, AWARDS, AND COMMENCEMENT**

Fall Convocation- 1<sup>st</sup> week September

Academic Excellence Awards – 3<sup>rd</sup> week February

Spring Convocation – 3<sup>rd</sup> Friday, May

Commencement – 3<sup>rd</sup> Saturday, May

### **XI. FACULTY WEEK**

Last week of August

Faculty Day – W of Faculty Week

Department Retreat – TR or F of Faculty Week

Orientation for New Faculty – 3<sup>rd</sup> week of August

**ADDENDUM III: Faculty Line Request Talking Points**  
**Talking Points for requesting full-time faculty positions**

**DRAFT April 2012**

**Process and Timeline**

Requests for faculty lines will be made in the Fall and are submitted through the online request process. The online request form is being redesigned to accommodate 3 types of requests: strategic, operational, and faculty lines. (note-unique circumstances may require a faculty line request coming forward at other times during the year)

- The online request form is part of the request management system that ensures that all requests go into a central database and all requests receive responses.
- Faculty line requests will go directly to the Provost.
- Decisions about faculty lines are made by the Provost in consultation with the Dean. Dean will review the request with the Chair and with the Provost.

Decisions are made during the Cabinet's budgeting process in the Spring with notification coming by early summer for a fall search. In some circumstances, a decision may be made earlier allowing an earlier search.

**Factors influencing decision-making**

\*Funding available or planned revenue generation based on budget model.

Faculty lines being requested may be due to:

- Program Growth beyond current capacity
- Needs that cannot be met by current FTF and Adjuncts
- New programs /initiatives have been developed with market analysis and cost and revenue budget models
- Expanded Departmental responsibilities/goals in contributing to University Service and engagement in University Strategic Initiatives, course contributions to other departments and programs, participation in General Education and FYSeminar, Internationalization, Interdisciplinary programs, 3 year degree opportunities, development of fully on-line programming, contributing to on-line degree programs and on-line course delivery.....
- Replacement of FTT faculty in essential positions that contribute to the Overall well being, stability, and/or future growth/ development of the department with continued and/or enhanced contributions to the University and Departmental Strategic and Academic Plan.
- Course and Program Quality and Delivery concerns
  - Specializations needed / Accreditation standards
  - Versatility of position: Flexibility and breadth of position in addition to specialization and/or generalist needed
  - Ability to respond to emerging developments in pedagogy as technology evolves
  - Inability to resolve delivery challenges through course redesign, scheduling, curriculum revision, xxxx
  - Inability to provide adequate adjunct resources
  - Possibility of losing qualified adjuncts and not being able to replace

- Unavailability of qualified Teaching Lecturers in particular area

The fact that the department needs to hire Teaching Lecturers is not, of itself, evidence of need. Campus-wide, approximately 35% of courses are taught by Teaching Lecturers. In some areas, much less than this, in others, such as English Composition, it is a much higher percentage. Use of Teaching Lecturers in instruction is appropriate and encouraged for the following reasons:

Teaching Lecturers may bring expertise to the program that the department would not otherwise have (e.g. practitioners, experienced professionals, those with unique skills or certifications, etc.)

Hiring Teaching Lecturers affords the Chair flexibility of course offerings: Teaching Lecturers can be hired to temporarily fill a void left by faculty members on sabbatical, faculty who have re-assigned time for other special projects or administrative duties, retirements, new and emerging needs, and other

- Contributions to PSU Goals and initiatives and to Department Academic Plan
- Growth trajectory of program – short and long term  
Stability of program / Growth and demand of program  
Renewed growth and re-direction of program  
Opening of new directions and possibilities for increasing enrollments
- Necessity of program to well being and mission of University
- Addressing Program needs identified by accrediting organization or External Reviewers
- Addressing Emerging Technology and Diversification of Enrollment needs

**ADDENDUM IV: Planning Request for Faculty Line**

**DRAFT 2 Sample Request Form for Faculty Line**

**Department Making Request:**

**Position type (FTT, Clinical, Contract, Research, Post-Doc) and discipline:**

**Category of Request:** (Bold and underline)      New Position                  Replacement

**Projected Start Date:**

**I. Reason/Rationale for request:**

Why is this position critical? How have the needs changed? What alternatives have you considered? How are you currently meeting the needs? How will this position help the department serve the institution?

**II. Detailed Description of Position and Responsibilities**

**III. Contributions to PSU enrollment initiatives**

How will this request address enrollment challenges, department stability, contribution to general education, support of institutional initiatives such internationalization/online and alternative course delivery, interdisciplinary innovation, service learning, and other)

**IV. Contributions to Department, Department Academic Plan and Initiatives, support to other programs and general education**

**V. If a joint appointment, what are the expected contributions to all departments**

**VI. Estimated Costs (salary and benefits, equipment and facilities, other).**

**ADDENDUM V: Budget Model for Planning Revenues and Expenses**

**To be developed**