TO: Faculty Senate
FROM: Harold W. Baillie, PhD.
       Provost and Vice President for Academic Affairs
DATE: February 12, 2010
RE: Provost’s Report for February 2010

FACULTY SENATE RESOLUTIONS:

Motion 8-09-10: In compliance with the Carnegie Classification, and our commitment to our community, during the Mulberry Project the University should pursue a policy to encourage good locally owned small businesses. For example, the University should act to sustain Aroma Café during the Mulberry Project and allow them to move back into the new construction.

As stated in the minutes, the administration recognizes the importance of the issue and acknowledges a continued commitment to locally owned businesses, as evidenced in part by our Royal Card program which includes local small businesses.

Motion 9-09-10: Resolved: In light of the recent five-day-long unanticipated near collapse of e-mail services on the campus, The Faculty Senate requests that the University adopt a formal policy regarding upgrades. Namely, we request that future upgrades be scheduled in consultation with The Faculty Senate and that the upgrades be preceded by ample notification of all users.

This has been taken to Jerry DeSanto, VP for Planning and CIO. Both issues are the subject of significant discussion.

Motion 10-09-10: The Faculty Senate recommends the Provost approve the curriculum proposal: “Asian Studies Concentration” in the revised form posted on 11/17/09.
This has been approved.

Motion 11-09-10
In accordance with Appendix VIII of the Faculty Handbook, The Faculty Senate recommends adoption of the following policy statement and its inclusion in the standards of conduct section of the student handbook: It is University Policy that audio and/or video recording of classroom activities may not be made without the specific written permission of the faculty member; that any recordings may not be shared, posted, or otherwise disseminated by the student; and that violation of either of these prohibitions will be treated as a violation of the University of Scranton Policy.

This motion will be taken to the Academic Policy Committee at its next meeting.

Motion 12-09-10:
The Faculty Senate recommends that the administration not ask the CAS dean’s position search committee to review applications until we are certain that the position is open.
As stated in an e-mail to the search committee on December 15, 2009, President Rob Waldeck has confirmed that the position is open.

BOARD RESOLUTIONS:

The next meeting of the Board of Trustees is February 27, 2010. I will bring the language revisions and additions regarding illness or disability coverage, irregular loads for faculty specialists, sabbatical application deadlines, the role of faculty in the search for tenure-faculty, and the annual reappointment and non-reappointment of the non-tenure tenure-track faculty. (Attachment 1)

ADMISSIONS:
Undergraduate

The goal of 90 transfer students was exceeded the current academic year. The addition of 49 spring undergraduate transfers brings the total to 112.

Campus visits remain strong with over 2,300 students visiting campus for group information sessions or personal appointment during this recruitment cycle. Applications are down from last year by 3.2% from 7,489 to 7,244. Our freshmen confirmations are at 47 vs. 51 this time last year.

We will conduct three overnight programs allowing accepted students the opportunity to experience both the academic and social aspects of the University. Faculty cooperation regarding the Royal Nights program is deeply appreciated by Admissions and is a significant factor in persuading students to matriculate. During March we will be hosting receptions for accepted students throughout PA, NJ, CT and NY. Our Preview Day which is an open house for accepted students will be held on March 27th.

On-Ground Graduate

Our Spring on-ground graduate admissions application numbers were up 67.7% over last year (223 vs. 133). We enrolled 46 graduate students this spring vs. 44 students last spring.

Our Fall 2010 on-ground graduate application numbers are up 73% over last year (275 vs. 159). MBA applications are up 150% 90 vs. 35 and Health Administration is up 160% 42 vs. 16 last year.

The Summer Term DPT applications are up 118% (122 vs. 56).

GRADUATE & CONTINUING EDUCATION:
On-Line Graduate

As of February 2, 2010, on-line graduate programs enrolled 1,042 students compared to 893 students during the same period last year. The number of student credit hours rose to 3,725 from 3,471. This reflects a 16.7% increase in students and 7.3% increase in student credit hours.

Scranton Education Online

- 81 students graduated at the end of the fall term.
- 100 students started an SEOL program beginning with the Special Spring 2010, Part 2A
- 782 students enrolled in an SEOL program for Special Spring 2010 compared to 767 students during Special Spring A 2009

Transition Doctor of Physical Therapy

- 9 students graduated from the transition Doctor of Physical Therapy program (tDPT) in December.
- 8 students began the tDPT program in Spring 2010; this compares to 10 students in Spring 2009.
- 49 students are pursuing the tDPT program vs. 62 students this time last year.
Online Masters of Business Administration

- 43 students started in the online MBA (MBO) beginning with the Special Spring 2010.
- 203 students enrolled in the MBO program for Special Spring 2010. This compares to 64 students in Special Spring 2009.
- In addition, 47 on-ground MBA students registered for MBO courses for Special Spring 2010. This compares to 14 on-ground students in Special Spring 2009.

Online Human Resources

- 14 students enrolled in the Human Resources online program for Special Spring 2010, Part 2A.
- In addition, 3 on-ground Human Resources Administration students registered for HR online courses.

Superintendent Letter of Eligibility

- 9 students enrolled in the Superintendent Letter of Eligibility online program for Spring 2010.

Campus-Based Programs:

- As of February 3, 2010, campus-based graduate programs enrolled 695 graduate students for the Spring Semester compared to 681 students last year. These numbers are not final.

- Campus-based graduate programs enrolled 40 combined students (undergraduate students accepted into a graduate program and registering for graduate courses while still an undergraduate student) compared to 30 combined students this time last year.

- Undergraduate programs enrolled 258 non-traditional learners compared to 290 non-traditional learners this time last year. This reflects a 12% decline in students.

FACULTY SEARCHES:

We are conducting eighteen faculty searches; as of this date five have been successfully concluded. In addition, we have hired one full-time lecturer for the spring semester.

ADMINISTRATIVE SEARCHES:

CAS Dean’s Search:

This search is progressing well under the leadership of Dean Charles Kratz. There have been thirty-six applications and the committee is happy with the quality. We hope to have the search concluded by early March.

Associate Provost Search:

This search has not fared as well. Advertising for the position has brought in a small applicant pool that was judged by the committee to be of generally poor quality. After extensive discussion, the committee, under the leadership of Dean Deb Pellegrino, has recommended that the search be suspended until the fall of 2010. I have reluctantly accepted that recommendation.

RANK AND TENURE:

The Board of Rank and Tenure held formal meetings on January 8, 9 and 29th to review the applications of seventeen candidates. This is the penultimate step in a process that began in the early fall with the candidates presenting their dossiers to their departments. After a departmental review and vote by the tenured members, a letter from the department and a second letter from the department chair are forwarded to the home dean. The dean adds a recommendation and the material is presented to the Board for its January review. The President has received the Board’s recommendations, as well as mine. His decisions will be presented to the candidates during the month of February.
FULBRIGHT NOMINATIONS:

This year Dr. Susan Trussler and her Fulbright Committee nominated nine students. As of this date, we have received notice that seven students have been recommended as national finalists for awards. IIE in New York, the group which administers the Fulbrights, reports that there were over 8500 applicants this year for the approximately 1200 awards nationwide; about half of these awards go to graduating seniors. Our finalists are:

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<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Application Field</th>
<th>Major(s)</th>
</tr>
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<tbody>
<tr>
<td>James Gavern</td>
<td>France</td>
<td>Teaching ESL</td>
<td>French, Spanish</td>
</tr>
<tr>
<td>Janie Grosso</td>
<td>S. Korea</td>
<td>Teaching ESL</td>
<td>Elem/Special Education</td>
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<tr>
<td>Mackenzie Lind</td>
<td>Finland</td>
<td>Biology</td>
<td>Neuroscience, French</td>
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<tr>
<td>Mary Elise Lynch</td>
<td>Kenya</td>
<td>Biology</td>
<td>Biochemistry</td>
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<td>Mary Martin</td>
<td>Indonesia</td>
<td>Teaching ESL</td>
<td>Elem/Special Education</td>
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<tr>
<td>Joseph Quinn</td>
<td>Denmark</td>
<td>Political Science</td>
<td>Pol. Science, Philosophy</td>
</tr>
<tr>
<td>Marc Vallone</td>
<td>S. Korea</td>
<td>Teaching ESL</td>
<td>Marketing</td>
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GOLDWATER SCHOLARSHIPS:

In late January, we nominated four students to the Goldwater Scholarships. Announcements of the recipients will be made in March.

STATE OF THE UNIVERSITY:

The President delivered his annual State of the University address at spring convocation in The DeNaples Center, room 407. He focused on the AC trip to El Salvador and the questions to be raised (and answered) in the process of developing the Strategic Plan for 2010-2015.

WOMEN'S BUSINESS CENTER:

The Women’s Business Center, based on a collaborative effort between the Kania School of Management and the Small Business Development Center, will offer entrepreneurship training and mentorship for women and minorities, internships and service learning opportunities for students, and a micro-financing bank. Supported by a Wall Street West grant and several local credit unions, the WBC will be operating this spring, and an assessment of its results will be made at the end of the semester to identify the appropriateness of further University support.

FACULTY DEVELOPMENT:
Grant Proposals:

Summer Grant Applications and Calls for proposals for Clavius Funding were sent out to faculty on January 25, 2010.

The Provost Awards for Faculty Enhancement request for nominations was sent out to the Deans and Department Chairs on March 5, 2010. The Provost Advisory Group will assist the Provost and Associate Provost in making the final determination on the awards recipients. The awards will be presented at the Faculty Appreciation Day dinner in March.

Faculty Appreciation Day is scheduled for March 26th from 5:00 p.m. to 9:00 p.m. in The DeNaples Center’s Ballroom.

ACADEMIC POLICY COUNCIL (APC):

The APC has approved guidelines for establishing international linkage agreements. We anticipate the number of international linkages to increase and these guidelines outline a process that will be consistent
throughout The University. International Programs and Services will provide assistance and oversight of this process.

The APC is working on a proposal to reduce tuition for summer and intersession for-credit internships. The purpose of the proposal is to increase the number of students completing internships, to increase intersession and summer term tuition revenues, and to increase the number of students completing for-credit internships.

The APC continues its review of the current advising system. The outcomes from the student focus group and the recommendations from the faculty open forum are being reviewed. A meeting was scheduled to meet with advisors to get their input the second week of February but it was snowed out. The meeting will be rescheduled.

**FACULTY HANDBOOK COMMITTEE:**

In addition to the completed work presented above as Board resolutions, the Faculty Handbook Committee continues to work on a variety of issues, including language clarifying a department’s responsibility in promotion/tenure cases, language recognizing the associate provosts as senior administrators, and the composition of search committees for associate provost. It will also be reviewing recommendations from the Board of Rank and Tenure regarding a number of issues, including the standards for librarians.

**PROVOST’S TRAVEL:**

In January, I joined with Fr. Pilarz and most members of the Administrators Conference in a six day trip to El Salvador, to learn about the understanding and practice of Jesuit higher education at the University of Central America, and to learn of the thoughts and activities of the six Jesuit martyrs at that institution. We also visited several sites where the effects of the civil war and efforts at social justice inspired by the martyred Jesuits and Archbishop Romero were evident. There are several reflection dates scheduled for this spring in which the participants will have the opportunity to share reflections on the experience and how lessons learned can be brought to our campus and activities.

I have attended two conferences, the Association of American Colleges and Universities (AAC&U), and the CAO/institutional representatives meeting of the New American Colleges and Universities (NACU). I will be attending the Deltak Executive Summit on March 7th (they are our partners in offering our on-line MBA) and the gathering of Jesuit university and college Presidents and CAOs in Mexico City in late April.

**STUDY GROUP:**

Because of non-performance and the weak international economy, we have formally ended our contract with Study Group USA. We will continue to work with the University of Delaware to provide needed English as a Second Language courses for potential students and expand our efforts at international recruiting.

**THE COLLEGES:**

**The Panuska College of Professional Studies:**

The Panuska College of Professional Studies and the Leary Community Health and Family Center will be hosting a special working lunch seminar, *Healing on the Edge of Society* on February 26th. James F. Duffy, M.D., S. J., Assistant Professor in the Department of Medicine at Georgetown University School of Medicine will be the speaker. Participants in the seminar will include representatives from our community partners and our faculty that are involved in the Leary Community Health Care Center.

On April 14, 2010, “An Evening with Jonathan Mooney” will be sponsored by The Panuska College of Professional Studies, along with the Department of Counseling and Human Services through a grant from the Equity and Diversity Office, and departmental sponsors including Chi Delta Rho, Tau Upsilon Alpha and
The Counseling and Human Services Association. Mr. Mooney a graduate of Brown University will help us challenge the myths and stereotypes that people with disabilities encounter in both educational and work settings.

The Panuska College of Professional Studies and its Board of Visitors will host a Community Celebration on March 23, 2010 honoring faculty, students and staff research and service.

CURRICULUM APPROVALS:
Program Changes:
Asian Studies Concentration
Revision of Theology MA
COMM Advertising Track
COMM Broadcasting Track
MS in Human Resources

New Courses:
HIST 132: Africa to 1870
HIST 133: Africa to 1870 to the Present
HIST 242: Modern East Asia
PHIL 435J: Philosophy of Self & Others

Course Changes:
Delete “Z” from T/RS Course Numbers:
PHIL 413J: The End of Philosophy

OFFICE OF RESEARCH SERVICES:
The following faculty members were approved for sabbaticals since the last Board meeting:

<table>
<thead>
<tr>
<th>Fall 2010</th>
<th>Full Year</th>
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<tbody>
<tr>
<td>Hudacek, Sharon</td>
<td>Benestad, J. Brian</td>
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<td>Morgan, Marlene</td>
<td>Frein, Brigid</td>
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<td>Shimkus, Thomas</td>
<td>Karpiak, Christie</td>
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<td>Sulzinski, Michael</td>
<td>Ledford-Miller, Linda</td>
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<th>Spring 2011</th>
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<tr>
<td>Ferzola, Anthony</td>
<td>Kocis, Robert</td>
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<td>Hakim, Renee</td>
<td>Mulhall, Declan</td>
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<td>Mahoney, Daniel</td>
<td>Muir, Jerry</td>
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<tr>
<td>Poulson, Susan</td>
<td>Muir, Stacey</td>
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<tr>
<td>Smith, Robert</td>
<td>Tischler, Len</td>
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CIVIC ENGAGEMENT:
- Faculty members and students in KSOM will be conducting a background study for the Lackawanna County Department of Planning and Economic Development on the current and potential impact of the music industry in Lackawanna County.
- On Wednesday, January 20, 2010 The League of Women Voters of Lackawanna County and The University of Scranton’s Task Force on Sustainability hosted a forum on campus to discuss the Marcellus Shale natural gas extraction. Speakers included representatives from the Marcellus natural gas industry in Pennsylvania, Pennsylvania’s Department of Environmental Protection, and from environmental advocacy organizations Penn Future and Damascus Citizens for Sustainability.
- Several faculty and students are working on projects to support the Scranton South Side Elm Street Project. Dr. Steven Jones and Mr. Rob Farrell serve on the advisory committees for the Project.
- The Sustainability Task Force is planning activities for Earth Week 2010. Dr. Don Winkelmann, a Woodrow Wilson Visiting Fellow supported by the Council for Independent Colleges will be on campus that week and will be available to lecture in classes as well as conduct one or more seminars for interested faculty and/or student organizations. The University and Aramark Food Services are also teaming up to compete in Recyclemania! an annual competition among colleges and universities.
INTERNATIONAL, CIVIC AND CULTURAL PROJECTS:

On January 25 the University in collaboration with the Greater Scranton Chamber of Commerce and The Commonwealth Medical College held an important community Roundtable on "Universities as Anchor Institutions." Regional academic institutions were represented by their presidents or provosts and Nancy Cantor, chancellor and president of Syracuse University gave a presentation on Syracuse University's work, in collaboration with smaller institutions, in revitalizing the city of Syracuse--economically, educationally, environmentally, etc. We will be following up with a Scranton task force to create a collaborative effort here in the region that will promote inclusiveness in the community--in particular with regard to educational and cultural opportunity.

The Schemel Forum spring semester began the first week in February with a set of courses ranging from Arthurian Legend to the history of the Medieval book, the philosophy of Friendship and Shakespeare in film; five luncheon lectures, principally on world affairs, with nationally and internationally acclaimed speakers and two concert--the first featuring a Zimbabwean pianist in a Schumann recital along with a special student session on life in Zimbabwe and a reprise of a Tango Power Cabaret, featuring a classical ensemble from the Philadelphia Orchestra who performed last year as well.

A WORD ON ADVISING

Fr. Tim Cadigan has been hired for the full semester as a faculty member in the CAS advising center and Dr. Dan Haggerty has been hired for part of the semester. The Deans Group and the APC continue to look at the advising issue. Topics include meeting with the current professional advisors, national standards for advising and the results of surveys of our students, the relationship between advising and mentoring, and the nature and extent of proper staffing.
Designing International Linkage Agreements
A Guide for Academic Units

International Programs and Services
The University of Scranton
International Linkage Agreements

Background
The University of Scranton has a wide range of international linkages with a variety of universities abroad. As we become more global, we anticipate that the number of international linkages will increase. Linkages do not exist in the abstract; they are created to serve specific purposes. Although each linkage will be unique in some ways, it also makes sense to have an overall model or approach for schools and departments to use.

The International Programs and Services office (IPS) helps academic units establish and maintain useful connections with overseas institutions. The procedures outlined below help you begin that process. Moreover, we are ready to provide more specific help and advice as needed. IPS must approve linkage agreements and has formal control over linkage arrangements. These guidelines will take effect upon approval by the Academic Policy Committee and the Administrative Council. They will not supersede any agreements made prior to their approval.

Criteria for Selection of Partner Institutions
Our partner institutions should complement the University of Scranton’s strengths and further the fundamental missions of teaching, research, and service/civic engagement. International affiliations should be based on clear, fully documented commitments from the university’s schools, or departments and should offer long-term benefits to the participating unit(s) and to the partner institutions.

While neither national nor world rankings serve as the exclusive criteria for partner selection, IPS nonetheless reviews and considers multiple ranking sources in order to determine the stature of a potential partner. The expectation is that the University of Scranton will engage in affiliations with institutions of the highest caliber. Many leading overseas universities might already have ongoing and substantial international partnerships. The University of Scranton might, therefore, look beyond some of the more obvious top-tier universities to others which might complement the University, with particular emphasis on mission complementarity, or present excellent opportunities for collaboration and special relationships. Our intention is not to make mission complementarity a sine qua non for selecting international partners, but rather, a criterion that should receive attention in selecting international partners, particularly those in developing areas.

Affiliations should be of mutual benefit with roughly equal exchange of faculty and students and common research interests between both partners. Sustainability of the affiliation should be a major factor when selecting a partner institution. The University of Scranton should evaluate the potential of partner institutions to make a long-term commitment, including financial support, to the affiliation.

When relevant, relationships should be developed with universities that have an established infrastructure for hosting University of Scranton faculty and/or undergraduate overseas study students.

Two Essential Steps
Linkages often are created as the result of personal contacts, at a variety of levels – presidential, provostial, deanal or professorial. There are a variety of reasons why institutions might like to sign protocols affirming their commitment to work together. Although not all of these will necessarily turn into specific agreements to collaborate on specific activities, we will work with programs to establish specific activity agreements.

With this in mind, we recommend a two-step process:
- An Institutional Collaboration Agreement to provide blanket justification for cooperative activities; and
- Individual Activity Agreements for each major project or program undertaken.

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1 Academic units include academic programs, departments, and schools. International linkages can be at the program level, the departmental level, the school level, or can incorporate multiple units at the University with international partners.
The Institutional Collaboration Agreement is simply a non-binding agreement between the University of Scranton and an international body to have a dialogue about mutual interests. It does not obligate anyone in any way, but it does provide the basis for more detailed agreements. It is signed by the Associate Provost for Civic Engagement and the Provost/Vice President for Academic Affairs. It should also include an Application for International Collaboration, which should be signed by the corresponding Department Chair and Academic Dean.

The Activity Agreement is more complex, and must be carefully drafted. It represents a binding commitment on the part of each institution, one that often carries financial and legal obligations. It must be signed by those within the institution responsible for making good on those commitments, at whatever level. Each separate set of activities requires a separate activity agreement, signed and dated. It can be signed by people at a variety of levels, but should be sent to (a) the department head; (b) the dean of the college; (c) the IPS office and (d) the Associate Provost's office, for information. IPS keeps file on all current international agreements. A sample template is attached.

The Institutional Collaboration Agreement/Memorandum of Understanding
A typical collaboration agreement (see attached template) should have six main parts:
- The purpose names the collaborating institutions and states their desire to collaborate.
- The scope sets out a range of broad types of activities which might form the basis for future collaboration. These are not in any way binding or determinant. Feel free to add areas to these if appropriate, but remember that at this point, generality is all that is sought.
- The section on activity agreements sets out what needs to happen for things to move forward, and outlines the parts of an agreement. Note that this is a separate document, and need not be drawn up at the same time as the blanket collaboration agreement.
- The section on duration sets a time limit on the blanket agreement. This can be modified if necessary, but should not be open-ended.
- The section on modification or termination provides a simple way of either changing the agreement or canceling it. Note that either party may do this, unilaterally. Note, too, that activity agreements already signed should nonetheless remain in force for their prescribed durations, in order to protect ongoing activities.
- Institutional representatives (Associate Provost and IPS) are those individuals/offices who signed the agreement, and who will be the initial points of contact for further communications. These are not necessarily the same individuals who will sign activity agreements.

The Activity Agreement
When a relationship moves to a more formal level of interaction, the two institutions should enter into a more detailed agreement. An Activity Agreement makes specific program arrangements for a defined period (for example, one to five academic years), providing for the exchange of faculty, staff, and/or students between the institutions and specifying the research, teaching, collaborative engagement or related activities that will be undertaken. An Activity Plan will include the numbers of persons involved, the durations of the participants' visits, and will identify the amount and source of budgetary commitments to support the exchange. It will also specify the partners' respective responsibilities and commitments.

To avoid problems, those interested in development and Activity Agreement should have:
- an overall strategy for determining who to partner with, and for what purposes;
- a set of procedures for setting up and managing the linkage;
- common understanding with the partner about exactly how the linkage will work;
- long-term goals or outcomes; and
- linkages that can be sustained and developed through time.

An activity agreement should explain, clearly and simply, what is going to be done, who will participate, why it is important, and what outcomes will occur. It should also go into detail about how all of this will happen. Activity Agreements can be prepared by Colleges, Schools, Departments, individual faculty members, or other units within each overall institution, in collaboration with their counterpart in the other. All collaborative activities, whatever
their form and substance, must conform to the administrative and educational requirements of each partner
institution, and to the laws and regulations of each country.

There is no standard format for an Activity Agreement, since each set of activities will be different. But each
agreement should contain information about the following:

- Goals and Objectives: What is it that the two institutions are trying to do together?
- Activities: What specific things are to be done under this agreement? This could refer to “students
  studying” or “faculty researching”, but should also refer to the things needed to make those things
  happen – e.g., issuing visas, finding places to live, getting air tickets, setting up an office, etc. - and
  what the respective responsibilities are from each partner for accomplishing specific activities and
tasks.
- Resources: What money, time, personnel, equipment, space, services, etc are needed to do these
  activities, and who will provide them?
- Timetables: What is the sequence in which things will be done? Are there deadlines? What are the
  beginning and end dates? Who at each campus is responsible for accomplishing tasks according to
  the timeline.
- Responsibilities: Who are the specific individuals who will be charged with carrying out the listed
  activities? Have they been consulted during the planning process?
- Outcomes: What are the results that are either required or hoped for, and how will we know if
  those results occur?
- Assumptions: What conditions or situations are essentially outside everyone’s control, but will
  nonetheless have a major effect on the program? This includes things like illness, changes in the
  exchange rate, budget changes, changes in regulations, etc. What will the partners do about these
  things if they happen?

It is very important that this agreement be clear and specific with respect to matters such as money, academic credit,
and liability issues, if such there are. For student or faculty exchanges, for example, the agreement should contain
details of:

1. Financial Arrangements: who’s funding the exchange, when, how much, etc.
2. Supervision and Reporting: who are the contacts and responsible people?
3. Privileges and Restrictions: matters of status, access, etc.
4. What’s Free and What’s Not Free: costs and the basis for costs.
5. Support Services Available: what university services are offered?
6. Credit Transfer: if courses are taken, do they count? On what basis? The activity
   agreement must list the responsible individuals at each institution: names,
   titles, mail, fax, phone and email connections for the responsible person at
   the University of Scranton.

What Makes a Good Agreement
Whatever their specific content, good international agreements are characterized by:
- Clear and tangible outcomes: The results of the collaboration should be stated
  unambiguously.
- Sustainability: If the linkage is to persist through time, the agreement must make
  explicit provision. If the linkage is to be temporary, then this, too, should be clear.
- Wide-ranging effects: The outcomes or benefits of the linkage and the programs
  should be available not only to the immediate participants, but to the wider university
  community. Explicit provision for this should be made.
- Clarity, efficiency, and simplicity: The agreement should not be overly complex
  or detailed. Each activity agreement should deal with one specific area.
- Developmental thrust: Agreements should be constructed in such a way that
  they develop over time, as mutual institutional learning occurs.
- Concern for community interests: Agreements should respect the interests of others in the university community, as well as serving the needs of the immediate participants.
- Procedures for communication and consultation between the partners.

Drafting Contracts
When major financial or legal obligations are incurred through an international linkage, legally binding contracts must be drawn up to protect the interests of both parties. Such contracts need not be very complicated, but they do require checking with both the Office of General Counsel and with IPS. Although each contract will be different, we have attached a sample contract outline to give you an idea of some typical contract components.

Approval and Signature Process
Institutional Collaboration Agreements must be sent to the Associate Provost for Civic Engagement for approval and required the signature of the Provost/Vice-President for Academic Affairs.

Activity Agreements and the accompanying application must be sent initially to the Associate Provost for Civic Engagement. The application form must be signed by the individual proposing the agreement and that individual’s Department Chair and Dean. The agreement will be reviewed by an all-university committee. Non-faculty members shall be invited and appointed by the Associate Provost for Civic Engagement. The Faculty Senate shall appoint one member from each college and one at-large member. Upon the recommendation of this committee, the Agreement must be reviewed and approved by the Provost/Vice President for Academic Affairs and the President of the University. The committee may also recommend the agreement to its originator for revision or may recommend that the agreement be rejected. The committee shall copy its recommendation to the Provost/VPAA to the originator. Should the recommendation be negative, the originator may make a written appeal to the Provost/VPAA explaining why the recommendation should be rejected. Such appeal must be made within 30 days of receipt of the committee’s recommendation.

Duration
Agreements take effect on the date they are signed, and are for valid for a period of three-years. Agreements will renew automatically for a further three-year period unless modified or canceled.

Modification or Termination
Institutional Collaboration Agreements can be modified or extended at any time by mutual written consent. Agreements can be terminated at will by either party thirty (30) days after giving written notice by registered mail to IPS and the Associate Provost for Academic Affairs. Individual Activity Agreements will, however, continue until they expire, according to the terms of each Agreement.

Recordkeeping
One original copy of any Institutional Collaboration Agreement or Activity Agreement that has been fully executed by the University of Scranton and its overseas partner shall be provided to the Associate Provost for Civic Engagement. Likewise, an original copy of any agreement that is changed upon the mutual consent of the partners must also be provided to the Associate Provost for Civic Engagement.
13.1 Short-Term Illness or Disability (STD)

Current Language:

An employee unable to meet usual and normal faculty responsibilities must notify the chair of the department, or the appropriate authority. The chair will consult with the employee, when possible, and recommend to the Dean a plan for covering vacated responsibilities. Ordinarily, during the first two weeks of STD, department members are called upon to cover the classes with no additional compensation. Beginning the third week of coverage, faculty covering classes will be compensated on the basis of a pro-rated overload.

Revised Language:

A faculty member unable to meet usual and normal faculty responsibilities must notify the chair of the department, or the appropriate authority. The chair will consult with the faculty member, when possible, and recommend to the Dean a plan for covering vacated responsibilities. Ordinarily, under STD leave, during the equivalent of two weeks of regular semester class meetings, department members are called upon to cover the classes with no additional compensation. Beginning with the third week of coverage within a semester by a particular faculty member, he or she will be compensated on the basis of a pro-rated overload. In exigent circumstances (for example, when no department member is able or available to cover a particular course), the Dean, in consultation with the Provost/VPAA, may elect to hire an adjunct faculty member to cover any or all of the vacated responsibilities, until such time as the faculty member returns from STD leave.

13.3 Family and Medical Leave

New Section:

A faculty member who chooses to take unpaid leave under the Family and Medical Leave Act (FMLA) must notify the department chair. After consultation with the faculty member, the chair will recommend to the Dean a plan for covering vacated responsibilities. Ordinarily, under FMLA leave, during the equivalent of two weeks of regular semester class meetings, department members are called upon to cover the classes with no additional compensation. Beginning with the third week of coverage within a semester by a particular faculty member, he or she will be compensated on the basis of a pro-rated overload. In exigent circumstances (for example, when no department member is able or available to cover a particular course), the Dean, in consultation with the Provost/VPAA, may elect to hire an adjunct faculty member to cover any or all of the vacated responsibilities, until such time as the faculty member returns from FMLA leave.

13.4 STD and Family and Medical Leave Act (FMLA) Transition formerly 13.3

Current Language:

The nature of teaching and the structure of the semester do not always present convenient transitions between classroom work and STD. (Examples of possible inconvenient transitions: an employee is ready to return to work mid-semester; an employee will have to leave work at mid-semester.)
In the case of an inconvenient STD transition faculty members will be expected to accept reasonable work assignments specified by the appropriate Dean in consultation with the faculty member and the department chair. Such assignments must be consistent with the normal faculty responsibilities set forth in section 5 of this Handbook. Faculty working under these conditions will receive full pay and benefits. Faculty not offered the opportunity to work under these conditions will also receive full pay and benefits.

Faculty who anticipate an inconvenient STD transition or who are in the process of returning from an STD are expected to discuss the transition with their Dean and inform the Chairperson of FAC, in writing, that consultation with the Dean has occurred.

The University will inform the Chairperson of FAC of all cases processed under this provision of the Handbook. The notification will include the individual's name and work assignment.

Revised Language:

The nature of teaching and the structure of the semester do not always present convenient transitions between classroom work and STD or Family and Medical leave. (Examples of possible inconvenient transitions: a faculty member is ready to return to work mid-semester; a faculty member will have to leave work at mid-semester.) In the case of an inconvenient STD or FMLA transition, faculty members will be expected to accept reasonable work assignments specified by the appropriate Dean in consultation with the faculty member and the department chair. Such assignments must be consistent with the normal faculty responsibilities set forth in section 5 of this Handbook. Faculty working under these conditions will receive full pay and benefits. Faculty not offered the opportunity to work under these conditions will also receive full pay and benefits.

Faculty who anticipate an inconvenient STD or FMLA transition or who are in the process of returning from an STD or Family and Medical leave are expected to discuss the transition with their Dean and inform the Chairperson of FAC, in writing, that consultation with the Dean has occurred.

The University will inform the Chairperson of FAC of all cases processed under this provision of the Handbook. The notification will include the individual's name and work assignment.

13.5 Continuity of Service formerly 13.4:

Current Language:

For consideration of promotion in rank or advancement to tenure, time spent on disability is not to be included in a calculation of continuous service.

Revised Language:

Ordinarily, in the calculation of continuous service for promotion in rank or advancement to tenure, any combination of disability and/or Family and Medical leave totaling less than six months will be included, while any combination of disability and/or Family and Medical leave totaling six months or more will not be included. A faculty member seeking an exception to this rule may petition the Provost/VPAA (no later than November 1 of the year of any scheduled rank and/or tenure review), who will consult with the faculty member's home dean before rendering a decision.
5.5 Normal Teaching Load

Current Language:

A. The normal teaching load for full-time faculty for the Fall and Spring semesters will be twenty-one credit hours, with no more than twelve credit hours per semester. In the College of Arts and Sciences and the Kania School of Management, alternate distributions of the twenty-one credit hours for the academic year must have the agreement of the faculty member and the concurrence of FAC. Such alternate distributions cannot exceed one course per semester. FPC will inform FAC of any variances of section 5.5A that occur within the Panuska College of Professional Studies.

Revised Language:

A. The normal teaching load for full-time faculty for the Fall and Spring semesters will be twenty-one credit hours (twenty-four credit hours for faculty specialists), with no more than twelve credit hours per semester. In the College of Arts and Sciences and the Kania School of Management, alternate distributions of the normal teaching load for the academic year must have the agreement of the faculty member and the concurrence of FAC. Such alternate distributions cannot exceed one course per semester. FPC will inform FAC of any variances of section 5.5A that occur within the Panuska College of Professional Studies.

Sabbatical Leave

12.2 Approval Process

Current Language:

The application is submitted to the faculty member’s department chair, who will make a recommendation on the proposal and the department’s ability to cover courses during the sabbatical, then forward it to the appropriate Dean. The Dean will make a recommendation regarding the proposal, then forward it to the Faculty Research Committee. Recommendations of the chair, Dean and committee will be submitted to the Provost/VPAA, who will decide to grant or refuse the request for sabbatical leave. The Provost/VPAA may defer a sabbatical leave for programmatic and/or financial reasons. In such an instance, the faculty member will become eligible for a subsequent sabbatical early, by the same number of years that the previous sabbatical was deferred.

Revised Language:

The application is submitted to the faculty member’s department chair, who will make a recommendation on the proposal and the department’s ability to cover courses during the sabbatical, then forward it to the appropriate Dean by September 22. The Dean will make a recommendation regarding the proposal, then forward it to the Faculty Research Committee. Recommendations of the chair, Dean and committee will be submitted to the Provost/VPAA, who will decide to grant or refuse the request for sabbatical leave. The Provost/VPAA may defer a sabbatical leave for programmatic and/or financial reasons. In such an instance, the faculty member will become eligible for a subsequent sabbatical early, by the same number of years that the previous sabbatical was deferred.
Maternity and Parental Leave

Section 13.2 Pregnancy and Childbirth

Current Language:

The usual pregnancy and childbirth leave allows for four paid weeks before the expected due date and six paid weeks after delivery. When necessary, medical documentation will allow for an expanded pregnancy and childbirth leave. See 21.3 C about the extension of the probationary period for tenure because of childbirth or adoption.

Section 13.2 Maternity and Parental Leave

Proposed Language:

The usual maternity leave entitles a faculty member to eight contiguous weeks of paid disability leave before and/or after childbirth. The faculty member must consult with the department chair and dean as soon as possible, before the birth, to assist in the development of plans to cover the faculty member’s responsibilities. If additional time is needed in the form of paid or unpaid leave, the provisions of 13.1 Short-Term Illness or Disability (STD) and 13.5 Family and Medical Leave will apply.

In addition, the University will provide two weeks of paid parental leave within six months after delivery to any faculty member who becomes a parent because of the birth of a child. When taken in conjunction with maternity leave, the two weeks of parental leave must be contiguous with the maternity leave.

Ordinarily, during the equivalent of two weeks of regular semester class meetings, department members are called upon to cover the classes of a faculty member on maternity and/or parental leave with no additional compensation. Beginning the third week of coverage, faculty covering classes will be compensated on the basis of a pro-rated overload.

See 21.3 C about the extension of the probationary period for tenure because of childbirth or adoption.

Appendix V:

Faculty Role in the Search for Tenure-Track Faculty

New Section:

M. With regard to the search for non-tenure-track faculty (lecturers and faculty specialists), the procedures outlined in this appendix should ordinarily be followed. In exigent circumstances, such as the sudden loss of a full-time faculty member, the home dean (ordinarily in consultation with the department chair) may modify or abbreviate these procedures, but all eligible department members must be notified of the opportunity to participate in the hiring process.
Appendix VI:

Annual Reappointment and Non-Reappointment of Non-Tenured Tenure-Track Faculty

Candidate’s and Dean’s Review of Recommendations

Current Language:

B. Candidate’s Review of Recommendations

At least ten calendar days prior to the date specified for forwarding the recommendations to the Dean, the chair will send the candidate a copy of each recommendation. These recommendations and all subsequent communications with the candidate shall be sent to the campus address unless the candidate has specified in writing to the Provost/VPAA an alternative address. Candidates shall have the right to review these recommendations and send written responses for inclusion in their evaluation files within the specified period. The chair shall forward all recommendations to the Dean in accordance with the timetable.

Proposed Language (additions in **bold**, relocated material in *italics*, omitted material in [brackets]):

B. Candidate’s Review of Recommendations

At least ten calendar days prior to the date specified for forwarding the recommendations to the Dean, the chair will send the candidate a copy of each recommendation. These recommendations and all subsequent communications with the candidate shall be sent to the campus address unless the candidate has specified in writing to the Provost/VPAA an alternative address. *The chair shall forward all recommendations to the Dean in accordance with the timetable.* Candidates shall have the right to review these recommendations and send written responses **to the Dean (and, at the candidate’s discretion, to the department chair)** [for inclusion in their evaluation files within the specified period] **prior to the date specified for forwarding the recommendations to the Dean.**

Current language with additions in **bold**:

C. Dean’s Review

*After the date specified for forwarding recommendations to the Dean,* the Dean shall review all recommendations and responses that have been received and may consult with other appropriate deans. The Dean’s reasons for supporting or not supporting the recommendations of the department shall be stated in writing. The Dean shall forward this statement, along with copies of any written recommendations from other appropriate deans, to the candidate and the chairperson who shall provide tenured members of the department with access to these recommendations. The Dean shall also forward all recommendations and responses to the Provost/VPAA for inclusion in the evaluation file.
Closed

View Books 31397 NUTR 110 1 3.0 (E) Intro to Nutrition MW 03:00pm - 04:15pm 30 30 0 Cheryl A. Demkosky 1 01/31 - 05/20 BYR 108 (E) Natural Science I & II
Nutrition Studies Conc

Closed

View Books 31446 PHYS 102 1 3.0 (E) Earth Science TR 04:00pm - 05:15pm 0 19 -19 Louis F. Rickard 1 01/31 - 05/20 STT 211 (E) Natural Science I & II Closed
View Books 31194 PHYS 102 31 3.0 (E) Earth Science MW 05:00pm - 06:15pm 0 26 -26 Louis F. Rickard 1 01/31 - 05/20 STT 211 (E) Natural Science I & II Open
View Books 31248 PSYC 106 1 3.0 (E) Drugs and Behavior MWF 09:00am - 09:50am 35 4 31 Michael E. Oakes 1 01/31 - 05/20

Open

View Books 31247 PSYC 105 1 3.0 (E) Brain and Human Nature MWF 12:00pm - 12:50pm 35 8 27 Michael E. Oakes
30775 ART 120 31 3.0 Painting I TR 05:00pm - 07:50pm 16 6 10 Bruce J. Lanning 1 01/31 - 05/20 SMU 200

View Books 30281 COMM 115 1 3.0 (W) Writing for Communication TR 10:00am - 11:15am 18 1 17 Kimberly A. Pavlick
30852 JPN 212 1 3.0 (CF,D) Intermediate Japanese II MWF 10:00am - 10:50am 20 2 18 Kouji Kimura 1 01/31 - 05/20
30835 CNS 102 1 3.0 (CF) Elementary Chinese II MWF 09:00am - 09:50am 20 2 18 Wen Guan
30288 COMM 215 1 3.0 Introduction to Comm Theory TR 08:30am - 09:45am 35 1 34 Rebecca L. Mikesell
30307 COMM 384 1 3.0 ST: Radio Drama MWF 02:00pm - 02:50pm 25 0 25 Howard D. Fisher
30280 COMM 110 1 3.0 Interpersonal Communication MWF 09:00am - 09:50am 35 2 33 Rebecca L. Mikesell
30835 CNS 102 1 3.0 (CF) Elementary Chinese II MWF 09:00am - 09:50am 20 2 18 Wen Guan
31420 INTD 211 1 3.0 (D,E) HIV/AIDS: Issues TR 01:00pm - 02:15pm 35 32 3 Patricia Harrington, Michael A. Sulzinski 1 01/31 - 05/20 MGH 30
30717 PHED 129 1 1.0 Swing, Latin, Ballroom Dancing T 11:30am - 12:50pm 60 8 52 Vincent P. Brust
30718 PHED 129 2 1.0 Swing, Latin, Ballroom Dancing R 11:30am - 12:50pm 60 8 52 Vincent P. Brust
31154 PHIL 210 6 3.0 Ethics MWF 12:00pm - 12:50pm 35 2 33 Paul E. Granahan