

# **ORGANIZATION OF THE UNIVERSITY**

**Pace University: Introduction**

**Organizational Structure**

Schools of the University Degree Offerings

## **PACE UNIVERSITY**

Pace University is a nonprofit, independent institution of higher education which provides instruction leading to undergraduate and graduate degrees. It offers admission to qualified men and women without regard to race, creed, national origin or handicap.

## **Introduction**

Originally known as Pace Institute, the institution was established in 1906 by two brothers, Homer St. Clair Pace and Charles Ashford Pace, as an evening school designed to prepare men and women for the professional work of the public accountant. The demand grew for full-time study in accountancy and business administration, and in 1919 a day program was established.

The Institute's programs and degree offerings steadily expanded to include programs in the arts and sciences as well as a graduate program. In 1948 Pace Institute became Pace College, by action of the New York State Board of Regents and authority to confer degrees was granted. The size and scope of the College's programs continued to increase, and in 1973 when the Board of Regents approved Pace's application for university status, Pace College became Pace University.

The University has two three comprehensive campuses; the New York City Campus; the Pleasantville/Briarcliff Campus and the White Plains Campus in Westchester County.

Current enrollment approximates nearly 30,000 students, including 17,000 undergraduates, more than 7,000 graduate students and nearly 5,000 students enrolled in special programs. More than 1,200 faculty are engaged in teaching throughout the University.

The University's programs are administered under the auspices of the following schools: Dyson College of Arts and Sciences, School of Computer Science and Information Systems, Lubin School of Business Administration, the college of White Plains, School of Education, Lienhard School of Nursing, the Lubin Graduate School of Business, School of Law. In

addition, the University jointly sponsors certain degree programs in cooperation with other degree granting institutions.

Dyson College of Arts and Sciences  
School of Computer Science and Information Systems  
Lubin School of Business Administration  
Lubin Graduate School of Business  
The College of White Plains  
School of Education  
Lienhard School of Nursing  
School of Law

**Schools of the  
University**

Associate in Arts  
Associate in Science  
Associate in Applied Science  
Bachelor of Arts  
Bachelor of Science  
Bachelor of Business Administration  
Bachelor of Fine Arts  
Master of Science in Economics  
Master of Business Administration  
Master of Fine Arts  
Master of Public Administration  
Juris Doctor  
Doctor of Professional Studies  
Doctor of Psychology

**Degree Offerings**

# **THE FACULTY**

## **FACULTY ORGANIZATION**

- The Faculty
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- The University Senate

## **ADJUNCT FACULTY PERSONNEL MATTERS**

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The Faculty of Pace University is made up of all full-time and adjunct members of the teaching staff, permanent or visiting, who hold ranks of professor, associate professor, assistant professor, instructor and lecturer.

It is University policy to support in general the “Statement on Government of Colleges and Universities” jointly formulated by the American Association of University Professors, the American Council on Education and the Association of Governing Boards of Universities and Colleges. This document is explicit on the interrelated functions and responsibilities of the governing board, the administration, the faculty and the student body. Faculty may participate in University governance in various ways, such as through their departments and through Faculty Councils.

The Faculty Councils represent the faculty and serve in an advisory capacity to the Chancellor. The Faculty Councils are the principal forums for discussions and decisions relating to faculty concerns, responsibilities and welfare, and consider as well all matters of significance to the general welfare of the University.

New York, Pleasantville/Briarcliff, the college of White Plains, and the Lubin Graduate School of Business currently have separate councils. The School of Law has established a similar governance structure. Meetings are held regularly and may be attended by any member of the faculty.

Membership in a Faculty Council is determined by the particular Faculty Council constitution. Adjunct Faculty members interested in participating in the Faculty Council on their campus should consult their department chairpersons.

## **The Faculty**

## **Faculty Participation in University Governance**

## **Departments**

The University Senate is a legislative body composed of elected and appointed representatives of the student body, faculty, alumni and administration who meet regularly in order to consider matters of University-wide concern and make recommendations to the Board of Trustees through the Chancellor.

## **The University Senate**

### **ADJUNCT FACULTY MATTERS**

These and other topics relating to personnel matters are also covered in the Faculty Handbook which specifies the contractual agreements between the faculty member and the University.

The appointments of new faculty members, both full-time and adjunct, shall be initiated by the appropriate chairperson, in accordance with departmental procedure (or in the case where a department has no chairperson, by the Dean), approved by the appropriate Dean, the Provost, and approved by the Chancellor. In general, new appointees should meet the minimum requirements for the rank to which they are appointed. In exceptional circumstances, where minimum requirements have been waived, those factors which were the basis for the waiver shall not be considered the basis for future promotion or salary increment.

### **Appointment, Promotion and Salary Increment**

In all matters of appointment, promotion in rank, or increase of salary, the primary concern is for excellence of teaching. Other factors to be considered are evidence of professional growth through published research, learned articles or books and participation in programs of professional and learned societies. It is the faculty member's individual responsibility to seek out such research, publication and professional activities. Concrete evidence of achievement should be presented to the appropriate departmental chairperson and Dean.

The faculty member's contribution to the University's welfare shall also be considered. Evidence of such contributions include participation in faculty committees and organizations, assistance in departmental planning and programs, the advising of students and student organizations, cooperation in admissions, registration

and other related administrative services, and participation in activities designed to promote community interest in the University.

In addition to these considerations, the minimum requirements of service and academic qualifications shall generally be observed in considering faculty members for promotion in rank, and it is expected that the faculty member shall have served in his or her present rank a minimum of three years at Pace University.

Promotions in rank and increases in salary shall not be automatic, but shall be based upon specific recommendations which take into consideration the above conditions as well as any other factors which may be considered to support the recommendation for promotion or increase. The accumulation of minimum years of service and academic degrees alone shall not be sufficient for the promotion; however, those faculty members who have made outstanding contributions to the academic life of the University, the profession of teaching, or in professional research or publication, may be considered for promotion without direct relation to the minimum requirements of service and academic preparation.

The distribution of faculty ranks and salary increases is subject to the academic structure of the University and its financial condition. Opportunities are provided for discussion regarding the financial condition of the University in the Faculty Councils and the University Senate.

Procedures for handling promotion matters are established by each School and/or academic department, according to a general recommendation of procedures outlined and approved by the University Senate in 1973. Final recommendations are made to the Council of Deans and Faculty on Promotion and Tenure (C.D.F.P.T) which is composed of the academic deans and faculty representatives elected by the Faculty Councils. The Faculty Handbook can be consulted for further information. The process for promotion and tenure begins early in the Fall semester. Adjunct Faculty should contact their chairpersons for information. A copy of the procedures may be obtained from the

## **Procedures for Promotion**

Office of the Provost during the Fall semester.

Over the years Pace University has followed a policy which has Affirmative Action Policy sought to provide full opportunity for all members of the faculty and staff based upon ability and without regard to race, color, religion, sex, family relationship, age, handicap, or national origin.

## **Affirmative Action Policy**

The Affirmative Action Policy now articulated for the University formalizes that policy to make certain that it is uniformly communicated to the growing number of people whose lives are tied so closely to that of the University. A policy statement of this kind is of necessity and instrument subject to change. It represents our best effort to delineate both the policy and the philosophy of the University in its relationship to faculty, students and staff.

The full statement of the University's Affirmative Action Policy may be found in the Faculty Handbook.

<b>Adjunct Faculty Rank</b>	<b>Academic Degree</b>	<b>College/University Teaching Experience</b>	<b>Minimum Qualifications for Faculty Rank +</b>
Adjunct Professor	Doctorate in the Field	10 years	
	**LL. B. or J. D. and Member of State Bar	10 years	
	Master's in the Field	15 years	
	*C.P.A. Certificate	15 years	
Adjunct Associate Professor	Doctorate in the Field	5 years	
	**LL. B. or J. D. and Member of State Bar	5 years	
	Master's in the Field	10 years	
	*C.P.A. Certificate	10 years	
	Open	15 years	
Adjunct Assistant Professor	Doctorate in the Field	2 years	
	**LL. B. or J. D. and Member of State Bar	2 years	
	Master's in the Field	5 years	
	*C.P.A. Certificate	5 years	
	Bachelor's in the Field	8 years	

\* Accounting Faculty Only

\*\* Law and Taxation Faculty Only

<sup>1</sup> Credit toward the time required for a particular adjunct rank is given for adjunct teaching experience at Pace and other accredited institutions of higher learning.

+ Not applicable to the School of Law

Adjunct Instructor	**LL. B. or J. D. and Member of State Bar	---
	Master's in the Field	---
	*C.P.A. Certificate	---
	Bachelor's in the Field	---
Adjunct Lecturer	Open	---

\* Accounting Faculty Only

\*\* Law and Taxation Faculty Only

Salary ranges for each adjunct rank are established yearly. The Dean or chairperson in the department should be consulted for salary review procedures.

An adjunct faculty appointment does not, in or by itself, constitute an assignment to teach any classes or a right to compensation. Compensation is based solely upon the number of credit hours taught. Teaching assignments are offered on the sole discretion of the University and the adjunct faculty member maintains the option to accept or reject such assignments. Normally the maximum teaching load is 6 credit hours per semester.

Adjunct faculty members are ineligible to serve either as chairperson of a department or as Dean of a School. An adjunct appointment does not include eligibility for tenure, right of renewal, or notification of non-renewal of contract.

Some Faculty Councils have established a Grievance Committee, consisting of regular and alternate members, to handle faculty grievances. Further information on committee procedures is available through the Faculty Grievance Committee secretary. A Faculty Grievance procedure is available through the Office of the Provost.

It is expected that adjunct faculty members will be actively engaged in a professional field of expertise which may include teaching at another institution. The adjunct appointment carries with it no minimum teaching load requirements, and no obligation to serve on specifically required, but adjunct faculty are strongly encouraged to be as accessible as possible to students who may seek assistance.

All full-time and adjunct members of the faculty are assigned to a School and to a specific department in that School. All teaching and course assignments are arranged by the chairperson of the department to which the faculty member is assigned, in consultation with the faculty member, and are subject to approval by the Dean. The faculty assignment form issued by the department or School should contain the total teaching assignment of the faculty member in the University including teaching assignments within the School, in other schools within

## **Compensation**

### **Adjunct Faculty Rights and Obligations**

## **Teaching Assignments**

the University, and off-campus. The particular areas of competence and specialized study of each faculty member will be considered in determining course assignments.

There is no one method of evaluation of faculty at Pace University. Evaluations may be conducted by both students in the faculty members' classes and the faculty members' chairpersons.

Faculty evaluation is important for at least two reasons. First, faculty evaluation contributes to faculty develop a better understanding of their strengths and weaknesses. Secondly, faculty evaluation is important as a source of information upon which such faculty personnel actions as compensation, promotion, reappointment, or tenure might be based.

The primary criterion of evaluation for Adjunct Faculty is teaching. Please see the [Faculty Handbook](#) for a full statement of the University's policy on faculty evaluation.

The Faculty Records Office located on the Civic Center Campus maintains permanent files on all faculty under contract with the University. Any changes in a faculty member's personal and professional data (address changes, publications, etc.) should be communicated to that office as well as to the department chairperson. Questions pertaining to benefits should be directed to the Personnel Office on the appropriate campus. Any payroll problems should be directed to the office of the Dean or Department Chairperson, or to the Faculty Compensation office on the New York Campus.

Adjunct faculty members who have been associated with the University for less than two years receive a deduction in pay for all absences from class. Adjunct faculty members who have completed two or more years of service at Pace are entitled to up to two weeks of class absences due to illness with no deduction in pay. Notification of absence should be made to the chairperson as early as possible in order to facilitate arrangements for a faculty substitute.

Information regarding procedures for filing for employee

## **Evaluation of Faculty**

## **Faculty Records Office and Compensation Office**

## **Sick Leave**

## **Adjunct Faculty Benefits**

**\*For most current info regarding benefits, please check the Human Resources website:  
[www.pace.edu/hr](http://www.pace.edu/hr)**

benefits is contained in Your Guide to Employee Benefit Programs at Pace University which is available through the Personnel Office on their campus in order to discuss their individual benefit package.

All benefit plans are reviewed periodically by the administration and the appropriate faculty committees. Other benefits which are provided as a matter of law appear in the Faculty Handbook.

### **Group Life Insurance**

The John Hancock Mutual Life Insurance Company underwrites the Pace Group Life Insurance policies. Several plans are available to adjunct faculty members:

1. Non-Contributory: Adjunct faculty are eligible for non-contributory group life insurance after five annual (not necessarily consecutive) contracts, or 10 consecutive Fall/Spring semesters, according to the following schedule:

<b>Rank</b>	<b>Life</b>	<b>Accidental Death and Dismemberment</b>
Adjunct Professors	\$5,000	\$5,000
Adjunct Assistant Associate Professors	\$4,000	\$4,000
Instructors	\$2,000	\$2,000
Lecturers	"Open"	Based on compensation, not rank

Adjunct Faculty who have completed 15 or more years of service will have half of their life insurance continued upon retirement (paid for by the University) but accidental death and dismemberment benefits will be terminated.

2. **Contributory:** Additional contributory insurance equal to one or two times the basic scheduled amount is available at the prevailing group rate.
3. **Conversion Eligibility:** If an adjunct faculty member leaves the employ of the University, non-contributory and contributory life insurance may be converted. Conversion eligibility ceases 30 days following the date of termination of employment.

### **Tuition Benefits Program**

- I. **Tuition Remission at Pace University**  
These benefits are subject to the normal admissions standards and space availability.

All adjunct faculty may enroll in undergraduate or graduate courses at the University with no limit to the number of credits per semester with one-half remission of tuition, except the DPS program, the J.D. Program, and the Executive MBA Program.

Adjunct faculty with 5 or more years of service are entitled to the following additional benefits:

- a. Spouses may attend undergraduate or graduate courses at the University with one-half tuition remission (except the DPS program, the J. D. Program, Law and Executive MBA Program)
- b. Dependent children may attend undergraduate or graduate courses at the University with one-half remission of tuition as either matriculated or non-matriculated students through age 30 (except the DPS program, the J. D. Program, Law and Executive MBA Program).

Adjunct faculty with 20 or more years of service are entitled to the following tuition benefits:

- a. May enroll in undergraduate or graduate courses at the University for an unlimited number of credits per semester with full tuition remission except where such pursuit represents a potential conflict of interest;
- b. Spouses may attend undergraduate or graduate courses in the University with no limit to the number of credits per semester with full tuition remission;
- c. Dependent children may attend undergraduate or graduate courses at the University with full tuition remission as either matriculated or non-matriculated students through age 23 with no limit to credits per semester. Those dependents who have begun their *undergraduate* education at the University *prior to the age 24* may be granted an extension of such benefits beyond age 24, but up to age 30 in order to complete their degree requirements (requirement for eligibility is continued dependent status as defined by IRS, i.e., declaration as a dependent on tax return).

Except that in all of these cases, individuals are entitled to one-half tuition remission at the School of Law and the Executive MBA program. The Doctor of Professional Studies (DPS) program is not included.

If a faculty member becomes permanently disabled or dies while in the University's employ after five or more years of service, his or her children will be assured of attendance at the University under the same terms that would have applied had the parent survived or not become disabled.

## II. Tuition Remission at Pace Little Schools (preschool programs)

Adjunct faculty are entitled to a 20% discount on

tuition for the attendance of their children at the Pace Little Schools located on the New York, White Plains and Pleasantville/Briarcliff campuses. This benefit is subject to the availability of space.

Adjunct Faculty members are eligible to purchase personal life insurance directly from TIAA. Further information can be obtained by calling TIAA in New York City.

### **Personal Life Insurance**

Adjunct faculty in the continuing employ of the University are normally not entitled to unemployment compensation. Decisions regarding the requirements for eligibility are made by the New York State Department of Labor. The Personnel Office on the appropriate campus should be consulted for further information.

### **Unemployment Compensation**

A schedule of adjunct faculty compensation is announced annually. In New York (including the Midtown Center), all faculty members can either obtain their paychecks at the Civic Center campus or have them forwarded to their home address. In Pleasantville/Briarcliff and White Plains, adjunct faculty checks are mailed to home addresses.

### **Paychecks**

The Payroll Office should be notified if a faculty member has a change of address. If the change is a temporary one, e.g., for a vacation, and the faculty members wish to receive the checks at the temporary address, the Payroll Office should be informed of the duration of the change.

# **INSTRUCTIONAL PROCEDURES**

## **OPERATING PROCEDURES**

- Class Roster
- Textbooks
- Photocopying of Copyrighted Materials
- Classroom Assignments
- Classroom Changes
- Cancelled Courses
- Faculty Absences
- Guest Speakers
- Academic Advising
- Accessibility to Students
- Final Examinations
- Student Absence from Examination

## **GRADES AND GRADING SYSTEM**

- Grading System
- Incomplete Work
- Submission of Final Grades
- Grade Changes
- Grade Appeal Procedures
- Confidentiality of Student Records
- Policy on Handicapped Students
- Policy on Sexual Harassment

## OPERATING PROCEDURES

New York Campus – Initial class rosters should be picked up from the Registrar’s Office on the first day of class. Permanent rosters will follow.

### **Class Roster**

Westchester campuses – A copy of the initial class roster will be placed in Faculty mailboxes. Permanent rosters will follow.

The class roster lists the names of students registered in each class. The roster should be checked carefully for the first few class meetings for registration errors. If a student’s name does not appear on the roster, the student has either withdrawn, is not enrolled in the section on the Registrar’s records or has registered after the roster was prepared. In order to correct any errors, if there is a student who is attending the class, but whose name does not appear on the class roster, the student’s name should be indicated on the form provided with the class roster by the Registrar’s Office.

It is very important that all marks for tests, papers, midterm, projects and quizzes used to calculate the course grade be included on the class roster.

At the end of the semester, the permanent roster should be returned to the Registrar’s Office with students’ final grades.

Textbook selection for courses should be made in consultation and with the approval of the department chairperson. In some instances, the choice of textbook may be a departmental decision.

### **Textbooks**

In some departments, placing bookstore orders and requesting additional desk copies are done by a department staff member. The faculty member should inquire about procedures within the department before placing an order for class texts through the University bookstores. It is the faculty member’s responsibility to determine the latest edition of books being requested (reference material on books and paperbacks in print is provided in the library and bookstores).

Accurate booklists should be prepared and submitted to departmental chairpersons no later than eight weeks before the end of the previous semester, i.e., mid-May for the Fall term and early November for the Spring term. The deadline for the May term is February 15<sup>th</sup>, and for the Summer session is March 15. All efforts must be made comply with these deadlines; serious delays receiving books may otherwise result.

Photo-copying of copyrighted materials is subject to specific rules and procedures set forth in the University's statement "Photocopying of Copyrighted materials for Classrooms & Research Use Policies and Guidelines." Copies of this statement are available in the office of your Chairperson, Dean or the Office of the Provost, and is included in the Faculty Handbook.

*New York Campus* room assignments are posted outside the Registrar's Office and in the lobby areas of 41 Park Row and the Pace Plaza Building.

*Westchester* room assignments are posted in the corridors on all floors of the classroom buildings.

If a classroom change must be made for a special event (films, large lectures, etc.), proper authorization must be obtained from the department chairperson and the director of academic scheduling on the campus. In the evening, the Office of Evening Administration can be helpful in case of an immediate classroom difficulty. It is helpful to record any pertinent information on the blackboard so latecomers can find the class.

Permanent change of classroom must be made through the director of academic scheduling on the campus. The chairperson must also be kept informed.

Courses maybe cancelled by the University up to the first day of class.

It is required that a faculty member, full-time or adjunct, will be present at all scheduled classes and examinations. If the faculty member must unavoidably be absent from class, the chairperson must be notified in order that he or she may provide a substitute faculty member. Assignment may be made only by the chairperson. If the

## **Photocopying of Copyrighted Materials**

## **Classroom Assignments**

## **Classroom Changes**

## **Cancelled Courses**

## **Faculty Absences**

chairperson cannot be reached, the office of the Dean of the school should be notified (for evening classes, the Evening Administrator should be contacted to facilitate liaison with the department).

In the case of illness see Sick Leave.

In all cases of faculty absences, the chairperson is required to complete the “Notice of Faculty Absence” form.

The department chairperson should be notified when scheduling a guest speaker for a class. The faculty member must be present with the guest speaker.

Adjunct faculty members are encouraged to advise students who are seeking help in planning their course of study. One important aspect of the faculty’s relationship to students is contained in the role of advisor on academic and vocational concerns.

Students may also receive academic guidance from, the academic department offices, the Deans’ offices, Division of Continuing Education and Evening Studies, and the Campus Deans of Studies on the Westchester campuses. For the Lubin Graduate School of Business advisement is available in the Office of Academic Advisement on the Civic Center and Westchester campuses.

The advisory relationship between faculty and student determines in large measure the extent to which a student is able take maximum advantage of the available educational opportunities. In its effects on the attitude and accomplishments of individual students, the quality of academic advisement offered by the faculty has a subtle but significant influence on the intellectual atmosphere of the University as a whole.

If possible, faculty should give students phone numbers where they can be reached for answering questions and dealing with emergencies. It may also be appropriate to request student telephone numbers where students can be reached. The faculty member may also wish to arrive a little early for class to allow time to meet with students.

## **Guest Speakers**

## **Academic Advising**

## **Accessibility to Students**

A time period is scheduled for final examinations each semester. The final examination is to be given at the time scheduled by the University. The schedule of final examinations for day classes will be distributed in approximately three weeks before the scheduled time of examination. For evening classes, the final examination is usually given during finals week at the same time that the classes normally meet. University policy requires that a final examination be given in all classes except where permission to substitute another form of assessment is granted. Faculty are expected to proctor their own examinations.

## **Final Examinations**

Students who are unable to take an examination at the appropriate time must apply for a deferred examination with the chairperson of the department in which the course was taken. Permission to take the examination late is at the discretion of the faculty member an/or the Chairperson. A fee is charged for each deferred examination.

## **Student Absences From Examination**

## **GRADES AND GRADING SYSTEM**

The grading system varies among the undergraduate program, the graduate program and the School of Law. Faculty are advised to consult the appropriate bulletins for details.

## **Grading System**

Inability to complete required course work or to take an examination may, at the discretion of the instructor, result in a grade of I. A maximum of six weeks will be provided to allow the student to complete the required course work or examination. If the course requirements are not met within the six week period, the grade of "I" will automatically become an "F" grade.

## **Incomplete Work (Grade of I)**

If, in the judgment of the instructor, the incomplete course work is so extensive that it cannot be completed within the allotted time, the grade "F" may be assigned immediately.

All rosters and grade cards must be submitted directly to the Registrar's Office. Grades for graduating seniors must be submitted to the Registrar's Office within 24 hours of exam administration. These grades should be entered on the sheet marked "Rush Grades." These

## **Submission of Final Grades**

grades are processed separately from others in the class and must be turned in on time. All other grades must be submitted within 72 hours.

Final grades will be posted outside the Registrar's Office on the first floor of the Civic Center Building, in Miller and Marks Halls in Pleasantville, and Aloysia Hall and 55 Church St. in White Plains 24 hours after the Registrar's Office receives the rosters from the faculty member.

Change of grade forms are supplied by the Registrar's Office. These forms should be sent directly to the registrar and should not be beyond six months after the conclusion of the course. Grades changes not made within 6 weeks after the closing of the semester must have the chairperson's and Dean's approvals.

### **Grade Changes**

As a general principle, the instructor has sole authority to establish standards of performance and exercise judgments on the quality of student performance, but in a manner which reflects reasonable and generally acceptable academic requirements. Grades assigned in this fashion are final except as the instructor may wish to review them. No faculty member, administrator, or other individual may substitute his or her judgment of the student's performance for the reasonable judgment of the instructor.

### **Grade Appeal Procedures**

Students who believe that a final grade received in a course was not determined in a manner consistent with the principle described above may appeal that grade by first arranging, within a reasonable period of time (approximately ten days), to meet informally with the instructor to establish a clear understanding mined. Every effort should be made to resolve the matter at the level of the instructor and the student. Students who have difficulty arranging a meeting with the instructor should consult the department chairperson.

If after meeting with the instructor, the student wishes to continue the grade appeal, the student may appeal in writing (with a copy to instructor) within a reasonable period of time to the chairperson of the department which offers the course in question. The statement should clearly state the basis for questioning the grade

received in the course. It should be noted that if the chairperson is the instructor, the appeal is to the Dean of the School.

The chairperson's decision to have a grade reviewed or not is final. If the chairperson decides that the method by which the student's grade was determined was proper, the chairperson will apprise the instructor of the basis for questioning the grade and request that the instructor review the grade. If the instructor for any reason does not review the grade, the chairperson will request that at least one other faculty member qualified to teach the course in question review the grade. In the process of such a review, the faculty member(s) is (are) authorized to assign a grade change and may, if necessary, require additional examination of the student's performance as a basis for the grade change.

Students may, at any point in this appeal process, solicit the advice and assistance of an individual faculty or staff member. This individual's authority in these matters is limited to mediating the relationship between the student and the instructor and/or chairperson.

No information from a student's records concerning academic, disciplinary, counseling, psychological testing financial, family or social affairs, or group affiliations shall be disclosed to non-University personnel without the consent of the student, except pursuant to lawful subpoena or court order.

Faculty members who are asked for letters of recommendation should have students sign a form indicating whether they do, or do not, waive their rights to have access to the contents of the letters. Under the Education Rights and Privacy Act of 1974, students have the right to view all records in their files unless a waiver has been submitted. The appropriate waiver forms may be obtained from departmental chairpersons or from the deans. The form should be completed in duplicate, with one copy sent to the receiving institution (or person), and the other kept with the copy of the letter at Pace University.

This statement may be found in all catalogs issued by the University.

### **Confidentiality of Student Records**

### **Policy Statement Regarding Discrimination Against Handicapped Students**

Pace University reaffirms the principle that its students, faculty, and staff have a right to be free from sex discrimination in the form of sexual harassment by any member of the University community.

The full statement of the University's policy may be found in the Faculty Handbook, (Appendix 9).

**Policy Statement  
Regarding Sex  
Discrimination in the  
Form of Sexual  
Harassment**

## **THE TEACHING PROCESS**

Orientation for New Faculty  
Meeting Classes  
Aims of the Course of Study  
Course Syllabus  
    Course Title, Number Description  
    Prerequisite Specifications  
    Course Objectives  
    Course Procedures  
    Topical Outline  
    Textbook Requirements  
    Bibliography  
    Assignments  
    Examinations  
    Basis for Determining Final Grade  
    Attendance Policy  
Academic Integrity  
Publications Related to Teaching and Learning

Adjunct faculty are appointed on the recommendation of the department chairperson, who has confidence in their ability to teach college students. Faculty should maintain contact with the department chairperson to discuss progress in the course and to address any problems that might arise.

Prior to the beginning of each semester some departments or Schools offer programs aimed at orienting new faculty members to Pace University. Topics covered in these sessions are concerned with resources available to the faculty member and guidelines for good teaching techniques. Information regarding the time and location of the orientation programs is available through the department chairperson.

All faculty are expected to meet all classes in the assigned place and at the assigned time. Faculty must hold complete classes unless other arrangements have been made through the department chairperson.

In connection with the general objectives of the school of each curriculum, the departments working with their respective chairpersons and Deans determine the objectives for each course to be taught. A syllabus to implement these objectives is drawn up for each course. The primary responsibilities for constant improvement of each syllabus rests with those teaching the particular course. The syllabus, by its very nature, must be specific and should be followed with appropriate consistency primarily because the syllabus represents the cooperative thinking of many professionally concerned individuals who are striving to attain an objective and balanced approach to the varied topics.

On the other hand, it is recognized that each faculty member has a special contribution to make in terms of his or her own background. In no sense should the careful planning of the syllabus for the guidance of faculty and students alike imply a purely mechanical process of teaching and learning. Indeed, one sign of a good faculty member is an imaginative and versatile approach to instruction.

## **Orientation for New Faculty**

## **Meeting Classes**

## **The Aims of the Course of Study**

**Course Syllabus**

The establishment of a definite pattern of achievement and the development of student confidence are vital in the conduct of any course. A carefully planned course syllabus contributes to these objectives and should include the following information.

1. Course title, number and description as it appears in the catalogs.

2. Prerequisite specifications  
Students must have the necessary prerequisites before entering the course.

3. Course Objectives  
Each course should have an explicit statement of goals which are made known to the students at the beginning of the term.

Departmental chairpersons are available to help in the development of instructional materials and provide instructional guidance. Course outlines and objectives are available in the departmental offices.

4. Course Procedures  
Students should be informed of the teaching methodology to be used in the course (e.g. lecture, class discussion, case study).

5. Topical Outline

6. Textbook requirements

7. Bibliography

8. Assignments  
Specific reading and writing assignments should be made in accordance with the course plan. Definite assignments assist the student in planning a schedule

and in avoiding over-dependence on “cramming.” The course should be conducted so that the faculty member is in a position to know if assignments are being done on time and, if so, how adequately.

9. Examinations

The syllabus should indicate the number, the relative weight, and appropriate timing of the examinations to be administered throughout the semester.

10. Basis for determining the final grade

The syllabus should indicate the basis upon which the student’s final grade will be determined. A faculty member should allow students to raise grades by doing extra work only when all students are allowed the same privilege.

11. Attendance policy

Students should be reminded of the attendance policy as it is expressed in the general bulletin.

All students have an obligation to be honest and to respect ethical standards in meeting academic assignments and requirements. Academic integrity is maintained when students demonstrate intellectual and academic achievement independent of all assistance except that authorized by the instructor. Students who fail to meet this responsibility subject themselves to sanctions ranging from a reduction in grade or failure in the assignments or course in which the offense occurred, to suspension or dismissal from the University. Students penalized for a breach of academic integrity who wish to appeal such action may petition the chairperson of the department responsible for the course in question to request a hearing on the matter. Faculty are encouraged to take time to explain to their students the difference between an acceptable use of source material and plagiarism.

### **Academic Integrity**

A number of excellent publications on college teaching exist. Faculty are encouraged to visit the University's library where many of these books may be found. In particular, a useful list of books relating to instructional practices in higher education has been compiled and is available through the University library.

**Publications Related to  
Teaching and  
Learning**

## **RESOURCES**

### **RESOURCES**

Academic Skills Center  
Bookstore  
Bursar  
Career Planning and Placement Centers  
Check Cashing Service  
Computer Services  
Counseling Services  
Duplicating  
Educational Technology Services  
(Audio-visual)  
Emergency Procedures  
Evening Administration  
Faculty Dining Services  
Faculty Lounges  
Fire Regulations  
Health Services  
Identification Cards  
Library  
Library Reserve System  
Lost and Found  
Mailboxes  
Messages  
Office Space  
Pace Publications  
Parking Permits  
Registrar  
School Closings  
Secretarial Services  
Student Personnel Services  
Supplies

University Bookstores are located at:

**Bookstore**

		Ext.
New York Campus	Spruce Street	212-349-8580
Pleasantville/ Briarcliff	Campus Center	3761
White Plains	Aloysia Hall	4057

Adjunct Faculty are entitled to 10% discount on all purchases.

Bursar's Offices are located at:

**Bursar**

		Ext.
New York	Civic Center Building	1578, 1579
Pleasantville/ Briarcliff	Administrative Center	3741
White Plains	Preston	4032

The Career Planning Center at each campus provides career counseling, planning, and placement assistance to students and alumni who register with the center. In New York, there are two centers, one for undergraduates, and one to assist graduate students.

**Career Planning  
And Placement  
Centers**

The centers provide full-time, part-time, summer and weekend job referral services, resume construction advice, cooperative education opportunities, and information concerning resources available to students seeking employment. The centers also sponsor career-planning seminars, panels, career-day programs, and comprehensive on-campus recruiting program.

Locations:		Ext.
New York		
Undergraduate	41 Park Row	1616
Graduate	41 Park Row	1610
Pleasantville/ Briarcliff	Wright Cottage	3361, 3362
White Plains	Wright Cottage	3361, 3362
Undergraduate	Student Services H	4053
Graduate	55 Church St.	4187

A New York Campus Academic Skills Center (ASC) will begin operation about mid-semester, Fall 1985. The primary purpose of ASC is to provide academic assistance to all students.

The ASC will be staffed by full-time professional academic skills counselors, faculty members, and peer tutors. Space will be available for tutoring individuals or groups (depending on need). Special emphasis will be given to Mathematics, English, and History, though all academic subject areas will be served. ASC will also provide academic counseling and will serve as a clearing house for information about university services for students. Other services offered include seminars or workshops on such subjects as note-taking, test-taking, studying, listening, reading, and basic arithmetic.

For information call Dr. Walter Levy at extension 1649 (PNY).

The Bursar's Office will cash checks of moderate amounts for faculty members showing proper identification.

The Pace University Academic Computing Center provides support for the advancement of academic computing for teaching and research with the University. Utilizing a state-of-the-art IBM 4382 Group II Computer augmented by hundreds of micro-computers, the Academic Computing Center provides time sharing and remote job entry facilities for faculty and student use. Academic laboratory computing facilities are conveniently located on the New York, Pleasantville/Briarcliff, and White Plains campuses. In addition, research and instructional support is provided, within the limits of the center's resources, to the academic computer user. This support takes many forms such as:

--Consulting assistance for faculty and students having programming problems.

--Workshops on the use of personal computer and mainframe software packages.

## **Academic Skills Center**

## **Check Cashing Service**

## **Computer Services**

--Development of a library of standard and specialized programs for academic use.

--Access to documentation and reference manuals which relate directly to research and instructional use of the computer.

The Computer Users Manual, available in the computer laboratories, details the procedures to be followed as well as the facilities and resources available.

The Counseling Centers provide professional services in the areas of academic, vocational, and personal counseling for faculty and staff, and for students in all divisions of the University. In addition, counselors act as coordinators for services to handicapped students and work cooperatively with outside related agencies.

### **Counseling Services**

Locations:		Ext.
New York	41 Park Row	1526
Pleasantville/ Briarcliff	Administrative Ctr.	3710
White Plains	Student Services H	4108

Duplicating services are available at Graphic Services on each campus. At least one week should be allowed for the work to be copied. All work must be submitted with a work order. Work order forms are available at Graphic Services.

### **Duplicating**

Graphic Service offices are located at:

		Ext.
New York	41 Park Row Level B	1328
Pleasantville/ Briarcliff	Costello House	3784
White Plains	Aloysia Hall	4055

The Civic Center and Pleasantville/Briarcliff campuses contain completely equipped television facilities including television studios with control rooms, television cameras, monitors and television tape machines. Color facilities are available on the New York campus. The White Plains campus maintains

### **Educational Technology Services (Audio Visual)**

classroom television taping and reviewing equipment for ½” reel to reel and ¾” cassette videotapes.

Special classrooms in which television programming can be played for student use are also available on all three campuses. Facilities for production of slides and films are available on the New York campus. Faculty members are encouraged to make full use of closed-circuit television, videotapes (custom made or standardized), film and slide production equipment, amplified telephone system, etc.

In conjunction with the television and film facilities, the University also provides complete facilities for audio-visual needs.

Standard equipment is available, including film projectors, slide projectors, overhead projectors, filmstrip viewers, phonographs, audio tape machines, and public address systems. Appropriate films and slides from outside sources for classroom showing and use may also be obtained. Faculty members may request specific films or slides for showing on designated days and periods. A complete library of film catalogs is available for faculty use.

Use of the equipment should be planned well in advance in conjunction with the Educational Technology Services on the New York campus and with the Audio-Visual Department on the Pleasantville/Briarcliff and White Plains campuses.

Locations:		Ext.
New York	Civic Center Building	1601
Pleasantville/ Briarcliff	Miller Hall	3317
White Plains	Aloysia Hall	4059

#### New York Campus

On the New York campus (212) 488-1200, notices on emergency procedures are posted at all elevators and telephones. Accidents and emergencies should be reported to the nurse's office, extension 1600, and

#### **Emergency Procedures**

to the Dean for Students, extension 1306, or to the Evening Administrator extension 1943. If offices are not open, the Security Office, extension 1572, should be notified.

#### Pleasantville/Briarcliff Campus

On the Pleasantville/Briarcliff campus, (914) 993-3300 (nights) emergencies should be reported to the Vice President's Office, extension 3781, to the Office of Evening Administration, extension 3313, or the Security Office, extension 3754 (Pleasantville), Briarcliff Security Office, extension 2830.

#### White Plains Campus

On the White Plains campus (914) 681-4000, emergencies should be reported to the Office of the Vice President, extension 4025, or the Assistant Dean for Students, extension 4106. Should these offices be closed, the Security Office in Preston Hall should be contacted at extension 4111.

Notification regarding possible safety hazards should be made to the Director of Buildings and Grounds on each campus.

Buildings and Grounds locations:	Ext.
New York                      Civic Center Bldg. T-5093	1521
Pleasantville/ Briarcliff                      Willcox	3386, 3387
White Plains                      Preston	4088

During the evening and on Saturday, the evening administrator provides the following services:

- Academic advisement (for non-matriculated evening students)
- Information regarding admissions and registration applications, withdrawal and other forms and informational materials are available.
- Delivery of emergency messages.

#### **Evening Administration**

## Locations:

New York	41 Park Row 1 <sup>st</sup> Floor	1943
Pleasantville/ Briarcliff	Miller Hall 2 <sup>nd</sup> Floor	3313
White Plains	Aloysia Hall	4023

The Lubin Graduate School of Business maintains office hours until 7 p.m. during the week on the Pleasantville and White Plains campuses.

In New York, food service is available in the Faculty Dining Room at the Civic Center campus from 11:30 a.m. until 2:30 p.m., Monday through Friday during the Fall and Spring semesters on days when classes are in session. The cafeteria serves meals from 7:30 a.m. to 2:00 p.m. and from 4:00 p.m. to 7:30 p.m. Monday through Thursday, and from 7:30 a.m. to 7:00 p.m. Friday. The Snack Bar is open from 11:00 a.m. to 7:00 p.m. Monday through Thursday. The Pub is open from noon to 1:00 a.m. Monday through Thursday and from noon to 8:00 p.m. Friday. At the Midtown Center, snacks and beverages are available from vending machines; meals may be found at the several restaurants and coffee shops which are near the Center.

### **Faculty Dining Services**

In Pleasantville, the faculty dining room in Choate serves lunch, from 11:30 a.m. to 2:00 p.m., Monday through Friday, during Fall and Spring semesters when classes are in session. The cafeteria is open 7:00 a.m. to 2:00 p.m. and 5:00 p.m. to 6:30 p.m. Monday through Thursday, 7:00 a.m. to 2:00 p.m. and 5:00 p.m. Monday through Friday. At Briarcliff, the Dining Hall is open from 7:00 a.m. to 10:00 a.m., 11:00 a.m. to 1:30 p.m., and 4:45 p.m. to 6:30 p.m. Monday through Friday during Fall and Spring semesters when classes are in session.

In White Plains, faculty may eat in the faculty dining room 11:30 a.m. – 1:30 p.m. Monday through Friday during Fall and Spring semesters when classes are in session. The Rathskeller is open 7:30 p.m. to midnight seven days a week.

Lounges are provided for faculty use in the following locations:

- New York: A Level, 41 Park Row  
3<sup>rd</sup> Floor, Civic Center Building
- Midtown: 5<sup>th</sup> Floor, Civic Center Building
- Pleasantville: 3<sup>rd</sup> Floor, Lienhard Hall  
1<sup>st</sup> Floor, Choate House  
3<sup>rd</sup> Floor, Marks Hall
- White Plains: 2<sup>nd</sup> Floor and basement, Aloysia Hall  
2<sup>nd</sup> Floor, Glass Law Building

## Faculty Lounges

In case of a fire alarm in any building, proceed to the nearest exit and go to the street level. **DO NOT USE THE ELEVATORS.**

## Fire Regulations

Regulations are posted in all buildings and classrooms with specific procedures to be followed.

The Health Services Office provides emergency first aid for ill or injured students, faculty or staff. In addition, a nurse is available for consultation and counseling on health related concerns and is ready to make referrals if the need arises.

## Health Services

Locations		Ext.
New York	Civic Center Building West Level C	1600
Pleasantville	Campus Center	3260
White Plains	Dannat Hall	4096
Briarcliff	Dow Hall	2853

All faculty are required to have identification cards and to show them to Security personnel when required. The Security Office or Audio Visual Department should be consulted for information as to when pictures are taken.

## Identification Cards

The Pace University Library system consists of the following units:

<u>Location:</u>	<u>Holdings</u> (Est., July, 1985)
New York City .....	335,000 vols.
Pleasantville/Briarcliff .....	156,000 vols.
Hayes Library, College Of White Plains .....	82,500 vols.
School of Law Library White Plains .....	<u>175,000</u> vols.*
	743, 500 vols.

- includes microforms

The total book holdings of the University libraries, as listed above, thus number over 743, 500 volumes. In addition, the system subscribes to approximately 2, 750 periodical titles for which a Union List of Periodicals is in this location.

Master's theses and doctoral dissertations are catalogued by the library and are available for consultation. The University Libraries are members of the New York Metropolitan Reference and Research Library Agency (METRO).

Borrowing privileges are extended on all campuses with presentation on University identification. All libraries are open seven days a week during the Fall and Spring terms.

Recommendations for purchase of books and periodicals are welcomed from all segments of the University community. Faculty members in particular are urged to lend their expertise in the development of library holdings. Faculty can obtain the appropriate forms in the library.

A full month loan with one opportunity for renewal is the usual faculty borrowing period. Faculty are asked to cooperate to prevent abuses of this policy.

Books containing required or assigned reading can be placed on reserve at any of the University libraries by completing the Reserve Book List form.

## **Library Reserve System**

Reserve book lists must be submitted to the Library *at least ten days* before the assignment is given in order that assigned reading may be available to students. Assigned books not owned by the Library should be recommended for purchase as early as possible.

Faculty should be aware that recent copyright legislation forbids extensive photocopying for reserve purposes; to comply with the law, journal reprints must be purchased or permission sought for in-house copying.

Articles in periodicals or reference books should not be assigned to large groups without notifying the library well in advance so that arrangements for reprints or photo-duplication can be made.

Each semester a course is given, a new reserve list must be submitted. Reserve books that show little or no use are returned to the stacks for two-week circulation without notification. If the original list is to be re-used, the Circulation Librarian should be notified.

The library would appreciate receiving copies of class reading lists and assignment sheets.

Library Locations:		Ext.
Civic Center	Civic Center Building 1 <sup>st</sup> floor	1332
Pleasantville/ Briarcliff White Plains	Mortola Library	3384
Undergraduate/ Graduate	Hayes Library	4171
Law Library	Law Center	4272

Lost and found offices are located in the Security Offices on the New York, Pleasantville/Briarcliff, and White Plains campuses.

## **Lost and Found**

Each adjunct faculty member is given a mailbox at the campus where his or her class meets. If a faculty member has classes on more than one campus, mailboxes will be provided on each campus unless otherwise requested. Mail should be picked up regularly as important notices are often missed if this is not done.

## Mailboxes

Mailbox locations:

### New York

Undergraduate	41 Park Row Level A
Lubin Graduate	Civic Center Building
School of Business	4 <sup>th</sup> Floor

### Midtown Center

Undergraduate/ Graduate	Administration Area
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### Pleasantville/Briarcliff

Undergraduate	Choate House, Miller 20A, Coggeshall, and Paton House
Graduate/ Undergraduate	Lienhard Hall
Nursing	
Lubin Graduate	Choate House
School of Business	

### White Plains

Undergraduate	Aloysia Hall Reception Room
Lubin Graduate	55 Church Street Rm 215
School of Business	
Law School	Law Center

At 55 Church Street in White Plains, a special telephone extension has been installed for Graduate School faculty messages, ext. 4189.

## Messages

These messages will be placed in mailboxes as received. Messages will also be received at the Lubin Graduate School Office in Pleasantville (914) 993-3300, ext. 3715.

The University attempts to provide space where adjunct faculty can consult with students. Space shortages on many of the University's campuses, however, limit the availability of offices. Department chairpersons should be contacted for further information.

## Office Space

There are a number of publications distributed by the University and various departments and organizations. These materials can be helpful in terms of elaborating on information mentioned here, and keeping informed of current activities and events. The University Catalogs are particularly helpful as introductory reference guides.

## **Pace Publications**

Faculty Handbook

Catalogs:

Pace New York

Pace Pleasantville/ Briarcliff

College of White Plains

Graduate Catalogs:

Lienhard School of Nursing

Lubin Graduate School of Business

School of Education

School of Law

Dyson College of Arts and Sciences Graduate

Student Handbooks:

Pace New York

Pleasantville/Briarcliff

College of White Plains

Viewbooks:

Undergraduate

Graduate

Internal Publications:

News Pace

Chancellor's Message

Pace Alumni Magazine

Monthly Calendar

Student Newspapers:

Pace Press (Pace New York—Day)

New Morning (Pleasantville/Briarcliff)

Prestonian (White Plains)

Hearsay (Law School)

Law Review (Law School)

Class Schedules

Parking permits for the three Westchester locations should be obtained from the Security Office at each respective campus. Parking rules and regulations are established by the administration. A copy of the regulations is provided when a permit is issued. The rules are also posted throughout the campuses.

## **Parking Permits**

The Office of the Registrar provides a number of valuable services, and has on file such information as:

## Registrar

- Course Schedules
- Student names and addresses
- Catalogs (course descriptions)
- Student course-schedules
- Registration of all University coursework
- Student telephone numbers
- Course number assignments
- Class rosters
- Academic calendar
- Course enrollments
- Lists of students by major
- General information

Locations: Ext.

### New York

Undergraduate	Civic Center Building 1 <sup>st</sup> Floor	1320
Graduate	Civic center Building 1 <sup>st</sup> Floor	1639

### Pleasantville/Briarcliff

Undergraduate	Administrative Center	3431
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### White Plains

Undergraduate	Preston Hall	4040
Graduate	55 Church Street	4044
Law School	Law Center	4213

Occasionally the University is confronted by the need to close because of inclement weather or other reasons beyond the University's control. Such closings are normally announced through the major radio stations in New York City and Westchester Country. In addition, faculty can also call the Pace Events Phone (PEP) for school closing information. (Westchester campuses—914-769-9128, New York campus 212-488-1953)

## School Closings

Secretarial services vary from campus to campus; some departments have secretaries while other have secretarial pools. On the New York campus, Word Processing

## Secretarial Services

Services provide typing and duplicating services for syllabi, examinations, etc. The department should be consulted for further information.

The Offices of Students Personnel Services and the various offices under their supervision provide a broad range of services to students, including the areas of Student Affairs (which oversees a vast array of social, cultural, and recreational activities), Housing, Health Services, and International Students.

### **Student Personnel Services**

Offices of Student Personnel Services are at the following locations:

		Ext.
New York	41 Park Row	1306 1307
Pleasantville/ Briarcliff	Campus Center	3268 3351
White Plains	Student Services H	4106

Supplies for preparation of teaching materials are available through departmental offices.

### **Supplies**

Telephone numbers for each campus are as follows:

### **Telephone Dialing System**

<u>New York Campus</u>	(212) 488-1200
The Midtown Center	(212) 986-0873
<u>Pleasantville/Briarcliff</u>	(914) 993-3300
<u>White Plains</u>	(914) 681-4000

There is an intercampus dialing system which permits direct dialing between campuses without going through the main number with the exception of the Briarcliff Village Center and the Mt. Kisco Center. These locations either have special numbers or must be transferred through the Pleasantville switchboard. This useful system is described in the University's Telephone Directory, available in department offices.

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