2017-2018 Academic Year

MEMORANDUM

To: Members of the Faculty and All Instructors

From: Janet Kistner
Vice President for Faculty Development and Advancement

Subject: Important Policies

As the new academic year begins, I want to direct your attention to several important academic and general policies and procedures that govern your teaching, research, and service activities. This year, please pay special attention to the changes made by the Faculty Senate Undergraduate Policy Committee to the Final Exam Policy, including how many exams within a 24-hour period justify changes in exam times. Also, along with the Faculty Senate Steering Committee, I strongly encourage you to avoid scheduling tests and other important academic experiences on dates that coincide with religious holy days observed by students and instructors (See Point #13 for details).

The following websites contain additional important information:

- Office of Faculty Development and Advancement (http://fda.fsu.edu/)
- Faculty Handbook (http://facultyhandbook.fsu.edu) (REVISED July 2017)
- Florida State University General Bulletin 2017-2018 and Graduate Bulletin 2017-2018 (pdf version to download or view in your browser) (http://registrar.fsu.edu/bulletin/)
- FSU Policies (http://www.policies.fsu.edu)
- Office of Research (http://www.research.fsu.edu/)
- The FSU Board of Trustees - Florida State University and The United Faculty of Florida Collective Bargaining Agreement (http://hr.fsu.edu/?page=faculty_relations/faculty_relations_home)
- FSU Academic Calendar (http://registrar.fsu.edu/calendar/)
- Faculty Portal (single point of access for computer applications) https://my.fsu.edu
- Help Navigating Student Information System (http://sc.my.fsu.edu/faculty/how)

In addition, the Faculty Handbook has been revised very recently and should provide beneficial and up-to-date information for all faculty and other instructors.

Special Notes
I am pleased to announce the opening of the new Center for the Advancement of Teaching (CAT). In the words of the Director, Dr. Leslie Richardson, its mission is:

To recognize and cultivate learner-centered teaching throughout the university by providing support to faculty as they balance cutting-edge research with thoughtful teaching. We help you bring your innovative spirit and scholarly attention to bear upon the classroom setting,
making student learning the object of our study. The Center provides a space for collegial exchange about teaching and learning, bringing together faculty at all levels and across disciplines, to hone their expertise in facilitating learning and to promote our collective project of providing our students with a preeminent education. Ultimately, The CAT promotes student success by supporting faculty in the important and difficult work of crafting transformative learning experiences, and by fostering a culture in which effective teaching is valued and rewarded.

Please contact Dr. Leslie Richardson at larichardson@fsu.edu or 850-645-2306.

In addition, Florida State University has joined the National Center for Faculty Development & Diversity. My team will help any member of the faculty use the Center’s professional development resources to support their success within a supportive and collegial environment. To learn more, visit: https://www.facultydiversity.org/ or talk with Dr. Peggy Wright-Cleveland in my office at 850-644-6876.

**General University Policies**

1. **Outside Employment/Conflict of Interest** ([http://fda.fsu.edu/Faculty-Employment/Appointments](http://fda.fsu.edu/Faculty-Employment/Appointments))
   - “Outside activity” is defined as private practice, private consulting, additional teaching or research, or other professional activity, compensated or uncompensated, which is not part of the faculty member’s assigned duties and for which the University has provided no compensation.
   - “Conflict of interest” is defined as any conflict between the private interests of the faculty member and the public interests of the University, or the State of Florida, including conflicts of interest specified under Florida Statutes, or any activity that interferes with the full performance of the faculty member’s professional or institutional responsibilities or obligations. Conflicts of interest, including those arising from University or outside activities, are prohibited.

Florida State University encourages faculty and staff members to undertake outside activities that will increase the employee’s professional reputation and service to the community, subject to certain conditions. If an outside activity is undertaken, the faculty/staff member must take reasonable precautions to ensure that the outside employer or other recipient of services understands that s/he is engaging in such outside activity as a private citizen and not as an employee, agent, or spokesperson of the University. A faculty member must not engage in any outside activity that creates a conflict of interest or interferes with the full performance of his or her academic responsibilities in the classroom or in other assigned responsibilities.

Faculty members who plan to engage in outside activity must complete and submit the *Florida State University Faculty Outside Activity Statement* form (FSU Form FOA 802) for approval by the chair/supervisor and dean/director/vice president each year and before any new outside activity begins. The dean/director must submit the original forms to the Office
of Faculty Development and Advancement after all necessary approvals have been received. Department chairs and deans will be notified annually to collect these forms from faculty members, and both forms are available on the FDA website year-round (http://fda.fsu.edu/).

2. Dual Compensation (http://fda.fsu.edu/Faculty-Employment/Appointments/Dual-Compensation)
Dual compensation is defined as compensation from the University for any duties (including work activities previously designated as overload) in excess of a full appointment (1.0 FTE). Dual compensation appointments within the University shall be offered equitably and as appropriate to qualified faculty members in sufficient time to allow voluntary acceptance or rejection. Such employment must meet all of the following conditions:

- Duties and responsibilities of an overload appointment shall be compensated through OPS, not Salary.
- No faculty member shall be required to accept a dual compensation appointment. Dual compensation appointments shall be offered to qualified faculty members before anyone who is not a faculty member.
- Approval by the Dean or Director of both the primary and secondary employing unit is required. Approval must be requested and granted prior to the dual compensation appointment and/or the performance of any work with the secondary employer;
- Does not interfere with the regular work of the faculty member for the primary department;
- Does not result in any conflict of interest between the two activities;
- The following circumstances do not qualify as a dual compensation:
  - When there is no other active appointment during the period of the dual-compensation appointment.
  - Additional duties assigned in the same department. These may be handled through a temporary salary increase. (See Additional/One-Time Pay Form.)
  - A one-time pay when no other new appointment is needed.

This procedure shall not be used to avoid the payment of over-time as required by the Fair Labor Standards Act. Also note that requests for dual compensation that bring a faculty member’s total FTE above 1.25 require additional justification.

The University’s Sexual Harassment and Sexual Battery policies have been replaced by a comprehensive Sex Discrimination and Sexual Misconduct Policy (see FSU Policy 2-2 at http://policies.fsu.edu). The Policy is based on the idea that all forms of sex and/or gender-based discrimination and sexual misconduct violate the University’s values and moral standards, which recognize the dignity and worth of each person. The Policy defines sexual
harassment and misconduct; informs members of the community regarding expected standards of conduct; differentiates between “Responsible Employees” (including faculty members), who must report alleged violations, and “Confidential University Representatives,” who can discuss related concerns with students on a confidential basis; describes reporting and investigatory mechanisms to resolve alleged violations of the Policy; provides information about rights for complainants and respondents; and outlines resources for those affected by sexual harassment and misconduct. The University’s Title IX Statement (see http://titleix.fsu.edu/) serves as a quick-reference to important information and resources contained in the Sex Discrimination and Sexual Misconduct Policy.

The provisions in the two sites identified above constitute the alcohol and illicit drug policy of Florida State University. The policy (see FSU Policy delineates where and under what circumstances alcohol is permitted on campus. Please note that specific approval from the appropriate administrative designee is required to serve alcohol in areas that are not designated for special events by the University. For faculty events, the designee is the Vice President for Faculty Development and Advancement; for student groups, the designee is the Vice President for Student Affairs; and for all other groups, the designee is the University Relations Office.

The policy also includes a clear statement of the standards of conduct that prohibit unlawful possession, use, or distribution of illicit drugs and alcohol on Florida State University’s property as part of its activities; a description of the health risks associated with the use of illicit drugs and the abuse of alcohol; a description of the legal sanctions under local, state, and federal law; a description of applicable counseling, treatment, and rehabilitation/re-entry programs; and a clear statement of the disciplinary sanctions the institution will impose on students and employees.

5. Faculty Member Seeking Advanced Degree at Florida State University
No tenure-track faculty member above the rank of instructor is permitted to work toward an advanced degree at the University. This policy applies to the ranks of assistant professor, associate professor, and professor. Exceptions are made when the faculty member already holds a terminal degree in her/his field and wants to pursue another Ph.D. in a different field or pursue a less advanced degree than the degree the faculty member holds (e.g., a faculty member holding a Ph.D. may pursue a Master’s).

6. Faculty Absences
A faculty member who is absent because of illness or for other legitimate reasons should notify the department chair/director or academic dean as soon as possible in order to make arrangements for the meeting of classes and the performance of other scheduled activities. Sick leave should be taken for any illness-related absence.
Teaching Policies

1. **Course Syllabus** ([http://facsenate.fsu.edu/Curriculum-Resources](http://facsenate.fsu.edu/Curriculum-Resources))
   University and Faculty Senate policy requires that a course syllabus be made available to each student (either in hard copy, via Blackboard, or by email) at the beginning of the semester that includes:
   
   - written Student Learning Outcomes;
   - an evaluation (grading) statement that indicates what procedures will be used to evaluate students and should make it possible to discern the approximate weight of each grade component;
   - an Americans with Disabilities Act (ADA) statement ([sample statement at http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language](http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language)); and
   - a statement regarding academic integrity ([see language required by Faculty Senate at http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language](http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language)) and the Academic Honor Policy ([http://fda.fsu.edu/Academics/Academic-Honor-Policy](http://fda.fsu.edu/Academics/Academic-Honor-Policy) in Appendix A of the Faculty Handbook); and
   - the class attendance policy, if applicable ([see language required by Faculty Senate at http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language](http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language) and Point #2). Note that religious holy day observance requests must be accommodated in accordance with the Policy on Work-Restricted Holy Days (See Point #13).
   - It is recommended that instructors include a statement of their policy and/or expectations regarding classroom conduct and missed work.
   - It is also recommended that instructors include a statement regarding the availability of tutoring on campus ([sample at http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language](http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language)).

   Once the course has begun, instructors should not make changes to the syllabus that will substantially affect the implementation of the instructor’s grading (evaluation) statement. Such changes could lead to grade appeals by students.

2. **Class Attendance**
   The instructor decides what effect unexcused absences will have on grades and will explain class attendance and grading policies in writing at the beginning of each semester. Instructors must accommodate absences due to documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious work-restricted holy days, and official University activities and must do so in a way that does not arbitrarily penalize students who have a valid excuse (See Point #13 for more information about religious holy days). Official University activities include official events at which the student is representing the University, such as athletic competitions and academic activities sponsored by a student’s academic department or college. Registered Student Organizations (RSO’s) and Greek Life activities are not considered official university activities. The current list of Registered Student Organizations...
can be found at: https://nolecentral.dsa.fsu.edu/organizations. Consideration should also be given to students whose dependent children experience serious illness. All students are expected to abide by each instructor’s class attendance policy. Students must also provide advance notice of absences (when possible) as well as relevant documentation regarding absences to the instructor as soon as possible following the illness or event that led to an absence. Regardless of whether an absence is excused or unexcused, the student is responsible for making up all work that is missed.

University-wide policy requires all students to attend the first class meeting of all classes for which they are registered. Students who do not attend the first class meeting of a course for which they are registered will be dropped from the course by the academic department that offers the course. In order to enforce this policy, instructors are required to take attendance at the first class meeting and either record attendance using the first-day attendance tool in the Faculty Center or report absences to the appropriate person in their department/school or college. For further information, consult the FSU General Bulletin at: http://registrar.fsu.edu/bulletin/. Please note that some colleges and special programs have more stringent requirements for class attendance.

3. **Student Enrollment**
   Unless a student is approved through official channels to audit a course (see “Auditor Seating Privileges” in General Bulletin at http://registrar.fsu.edu/bulletin/), students must be registered in order to attend classes. Instructors should ensure that all students in their courses are registered properly to attend class and to access university resources such as Blackboard/Canvas.

4. **Instructor-Authored Textbooks**
   When a textbook (written by the instructor of the course, by a relative of the instructor, or by a team of authors that includes the instructor) is required and the author/instructor anticipates receiving textbook royalties from students enrolled in her/his course of more than $500 in one year, it is considered a conflict of interest (Section 112.313, Florida Statutes). The author/instructor must request permission (to use her/his textbook under these circumstances) from the President in writing, through the Vice President for Faculty Development and Advancement, prior to the use of her/his textbook. The request must include:
   
   - A statement that royalties from required textbook purchased by her/his students in her/his course at FSU are anticipated to exceed $500 in one year;
   - An estimate of how many students per year will enroll in her/his course where her/his textbook is required; and
   - Justification of the unique suitability of the textbook for use in her/his course.

   If the expected royalty income is $500 or less, no request is required.

5. **Ordering Textbooks and Other Required Course Materials**
   The Board of Governors’ interpretation of the 2008 legislative HB 603 (2008-78 Laws of Florida) regarding textbook affordability and notification requires state universities to:

   - Post on their websites a list of textbooks required for each course not less than 30 days prior to the first day of class for each term; and
Include as part of the list the titles, all authors listed, publishers, edition numbers, copyright dates, published dates, and other information necessary to identify the specific textbooks required for the course.

Florida State University is committed to improving education access and affordability through innovative approaches intended to reduce textbook and instructive material costs for students. For more information, see FSU Regulation 5.098, Textbook Adoption and Affordability.

6. **Americans with Disabilities Act and the Student Disability Resource Center**
   Each faculty member and teaching assistant has the responsibility to comply with the Americans with Disabilities Act (ADA). The Student Disability Resource Center provides letters authorizing specific accommodations for individual students; secure, reduced-distraction testing sites; and other services to students and consulted to instructors. Information on ADA requirements may be found at [http://dos.fsu.edu/sdrc/faculty/](http://dos.fsu.edu/sdrc/faculty/). See sample ADA statement at [http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language](http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language) that must be included in each course syllabus.

7. **Academic Honor Policy** ([http://fda.fsu.edu/Academics/Academic-Honor-Policy](http://fda.fsu.edu/Academics/Academic-Honor-Policy))
   The University has an Academic Honor Policy that calls for the coordinated efforts of faculty members and students to uphold academic integrity and combat academic dishonesty. The motto of the Honor Policy Committee is “Embrace Responsible Freedom…Learn with Integrity.” A copy of the policy that includes all procedures and necessary forms can be found on the Office of Faculty Development and Advancement website at [http://fda.fsu.edu/Academics/Academic-Honor-Policy](http://fda.fsu.edu/Academics/Academic-Honor-Policy).

   Faculty members should remind students at the beginning of the term that they are bound by the Academic Honor Policy in all of their academic work. Also, faculty members must include a statement in each course syllabus referring students to the Academic Honor Policy and defining their expectations about two specific areas of the policy: whether group work and multiple submissions are permitted. The Academic Honor Policy applies to all Distance Learning, International, and other off-campus programs. See sample Academic Honor Policy statement at [http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language](http://facsenate.fsu.edu/Curriculum-Resources/Syllabus-Language) that must be included in each course syllabus.

8. **Posting of Student Grades**
   The password-protected, web-based learning management system is the most secure method for posting student grades. Because of the risk of identity theft, grades must never be posted by complete social security numbers, and any records containing social security numbers must be protected carefully and must be shredded when discarded. The Family Educational Rights and Privacy Act (FERPA) requires the student's consent to public posting of his or her grades by name or other personal identifier, including a portion of the social security number. When posting grades of students who have given such consent, the faculty member should never arrange the list in alphabetical order. For additional information, go to the FSU FERPA website: [http://registrar.fsu.edu/records/ferpa/](http://registrar.fsu.edu/records/ferpa/).
9. **Incomplete Grade Policy:**
   http://registrar.fsu.edu/bulletin/undergraduate/information/academic_regulations/
   “Incomplete” (“I”) grades should be recorded only in exceptional cases when a student, who has completed a substantial portion of the course and who is otherwise passing, is unable to complete a well-defined portion of a course for reasons beyond their control. “Incompletes” should not be granted in order to allow students to do extra coursework in an effort to increase their grades.

   Even when a student can document exceptional circumstances, the authority for determining whether to grant an “Incomplete” rests solely with the instructor, or a Graduate Teaching Assistant’s faculty supervisor. (One exception to this guideline occurs when an “Incomplete” is applied as a result of allegations of academic dishonesty that have not been resolved by the end of a semester.)

   Instructors must assign both a time frame for resolution and a default grade when granting an “Incomplete.” For more information, please consult the Undergraduate or Graduate Bulletin (http://registrar.fsu.edu/bulletin/).

10. **Grade Appeals System** (http://fda.fsu.edu/Academic-Resources/Academic-Integrity-and-Grievances/Grade-Appeals-System)
    The purpose of the grade appeals system is to afford an opportunity for an undergraduate or graduate student to appeal a final course grade under certain circumstances. Faculty judgment of students’ academic performance is inherent in the grading process and hence should not be overturned except when the student can show that the grade awarded represents a gross violation of the instructor’s own specified evaluation (grading) statement and therefore was awarded in an arbitrary, capricious, or discriminatory manner. The evaluation (grading) statement utilized during the grade appeals process is the one contained in the instructor’s syllabus at the beginning of the semester. This system does not apply to preliminary or comprehensive exams or to thesis or dissertation defenses; when necessary, these issues are reviewed by the Student Academic Relations Committee via the Office of the Vice President for Faculty Development and Advancement.

    The entire policy is found in the *Academic Regulations and Procedures* section of the *Florida State University General Bulletin* (http://registrar.fsu.edu/bulletin/undergraduate/information/academic_regulations/) and on the Office of Faculty Development and Advancement website (http://fda.fsu.edu/Academic-Resources/Academic-Integrity-and-Grievances/Grade-Appeals-System).

11. **Undergraduate Final Examinations**
    *Florida State University General Bulletin* and *Exam Schedule* (http://registrar.fsu.edu/bulletin/)
    (http://fda.fsu.edu/Academic-Resources/Academic-Policies)
The Undergraduate Final Examination Policy provides:

- Final examinations in undergraduate courses are discretionary within any given department. If a department chooses to give a final exam, the exam schedule must be followed as published.
- All students, including graduating seniors and graduate students enrolled in an undergraduate course having a final examination, are required to take the examination.
- The scheduling of a final examination at any time other than the regularly scheduled final examination period is prohibited by University policy. The final exam schedule is found in the Registration Guide located at http://registrar.fsu.edu/.
- Unless an exam is given during the final examination period, no test may be given during the last week of classes.

Classes meeting every day at the same hour and classes meeting for more than one time period will hold examinations according to the time and day of the first scheduled class meeting of the week. For example, a class meeting at 8:00 a.m. on Tuesday and at 9:30 a.m. on Thursday will hold its examination at the exam time scheduled for Tuesday 8:00 a.m. classes.

**Exceptions to the Examination Policy for an Individual Undergraduate Student:**
Approval by the academic dean of the college in which the course is taught is required for any change in examination time for an individual undergraduate student. The student must first receive written permission from the instructor, if the instructor is willing to give a make-up examination at a specified time within the exam week. The student must then petition the dean of the instructor's college, giving the reason for the requested exception, and including the instructor's written permission. The dean will then notify the instructor in writing if approval is granted. Make-up examinations are permitted for an undergraduate student when justified by illness, conflicting examinations, three or more examinations in a 24-hour period, or for certain emergencies. Arrangements must be made prior to the scheduled exam (except in cases in which prior notification is impossible).

In case of conflicting examinations, group examinations take precedence over examinations scheduled by class meeting time and higher-enrollment classes take precedence over lower-enrollment classes. In the case of conflicts that cannot otherwise be resolved, the course meeting earlier (by day or time) takes precedence over a course meeting later. It is the student's responsibility to identify such conflicts as early as possible and to notify all instructors in advance so that accommodations may be made.

**Exceptions to the Examination Policy for an Entire Undergraduate Class:**

No instructor of an undergraduate course may give a final examination during the separate examination period at a time other than that which appears online at http://registrar.fsu.edu/, unless the instructor has obtained prior approval from the Undergraduate Policy Committee. This approval must be requested, in writing, at least three (3) weeks prior to the scheduled final examination. To re-schedule a final examination without prior approval places the instructor in jeopardy of administrative reprimand by their dean and the Provost and Executive Vice President for Academic Affairs.
Graduate Final Exams
If a final exam is given in a graduate course, the exam should be scheduled during the established final exam schedule unless clear arrangements are made with the students and the Registrar’s Office.

Examination Papers
University policy requires that examination papers of students be kept in the faculty member’s files for one year after the examination is given. Faculty members leaving the University before the completion of the year must leave the examination papers in the departmental files.

12. Course Evaluations
The student survey (Student Perception of Courses and Instructors or SPCI) is one among several components of teaching evaluation. Faculty Senate policy requires that all instructors (faculty, adjuncts, and graduate assistants) administer official course evaluations in all graduate courses with enrollments of five or more students, and in all undergraduate courses with ten or more students during the academic year (fall and spring semesters). In courses with lower enrollments than those designated, administration of official course evaluations is not recommended due to concerns over the anonymity and representativeness of responses. Unless prescribed by departmental vote, instructors may choose between using either the paper-based or the web-based survey.

Under normal circumstances, instructors may not administer official course evaluations during final exam week. However, the Evaluation Committee of the FSU Faculty Senate has approved a general exception to this policy. Specifically, instructors whose classes are performing field work instead of meeting for the last few weeks of the semester and who are not administering a final examination will be allowed to have paper-based course evaluations administered during their exam-week meeting. Instructors who would like to exercise this option must send an email to Nancy Guidry, ODL Assistant Director for Assessment and Testing (nguidry@campus.fsu.edu) to request a petition form and must include the completed form in their course evaluation packet.

More information about course evaluations, including access to the ordering and reporting system, schedule with important deadlines, policies and procedures, and a sample of these forms, is available at http://distance.fsu.edu/instructors/course-evaluations.

13. Religious Holy Days (http://fda.fsu.edu/Academic-Resources/Academic-Policies)
Note: The policy below is intended to delineate what rights must be granted to students who wish to observe a religious holy day. Because instructors have the authority to set overall attendance policy, they may choose to grant additional flexibility to students. Instructors should avoid scheduling important academic assessments during holy days typically observed by students.

- Each student shall, upon notifying his/her instructor within the first two weeks of the semester, be excused from class to observe a religious holy day of his/her faith.
- Instructors will find the annotated calendar generated by the Inclusion, Diversity and Equity Office at the University of Missouri
While the student will be held responsible for the material covered in his or her absence, each student shall be permitted a reasonable amount of time to make up the work missed.

• Professors and University administrators shall in no way arbitrarily penalize students who are absent from academic or social activities because of religious holy day observance.

• A Florida State University faculty member who wishes to observe a religious holy day shall notify the department chair or academic dean as soon as possible in order that arrangements may be made for the meeting of classes and the performance of other scheduled activities.

14. **Office Hours**
Every member of the faculty must post and honor specific office hours each session in which he or she conducts classes. Instructors should notify students of scheduled office hours. While University policy does not set a minimum number of hours per week, standard practice has established that there be at least one hour per week for a minimum classroom teaching load.

15. **Copyright/Fair Use**
There is an educational “fair use” exemption to the copyright law for classroom use of excerpts of copyrighted materials. These excerpts must be brief and are limited to one chapter, an article from a periodical or newspaper, a short story or essay, or a chart, cartoon, diagram, picture or the like. Moreover, the material may only be used for a single class and may not be developed into a permanent classroom document. An exception would be when a copyright release is obtained from the copyright holder. So-called course packs compiled by legitimate commercial print shops usually have been through this copyright release process. Further information concerning copyright and fair use may be found at [http://igs.fsu.edu/](http://igs.fsu.edu/) under Copyright Information and [http://guides.lib.fsu.edu/copyright](http://guides.lib.fsu.edu/copyright).

**Research Policies**
The Office of Research website ([http://www.research.fsu.edu/](http://www.research.fsu.edu/)) provides information on research compliance policies and procedures as well as current research funding, training, and workshop opportunities that will assist you with your scholarly research and creative activities. Please pay special attention to the recently revised policy on Misconduct in Research, Creative Activity and Scholarship (FSU Policy 7A-2 at [http://policies.fsu.edu](http://policies.fsu.edu)).

If you have any questions, please do not hesitate to contact my office at 644-6876. I also encourage you to visit our website at [http://fda.fsu.edu/](http://fda.fsu.edu/) for information about a wide range of issues relevant to faculty members and other instructors.