



# VILLANOVA UNIVERSITY

## OFFICE OF THE PROVOST

### RESOURCE GUIDE FOR NEW FACULTY MEMBERS

July 1, 2011

(Modified June 23, 2017; September 6, 2018; Technical Correction July 17, 2019; August 31, 2022);  
Technical Correction June 16, 2025

We have made every attempt to ensure that the information in this manual is accurate and up-to-date; if you do find inaccuracies, please communicate them to [Maria Coan](#), Coordinator Academic Processes, Office of the Provost.

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## MISSION

Villanova University is an Augustinian Catholic community of higher education committed to excellence and distinction in the discovery, dissemination, and application of knowledge. Founded and sponsored by the Order of St. Augustine, and inspired by the life and teaching of Jesus Christ, the University seeks to advance a deeper understanding of the relationship between faith and reason—preparing students to think critically, act compassionately, and succeed while serving others. The academic mission is grounded in the wisdom of the Catholic intellectual tradition with particular attention paid to the contribution and influence of St. Augustine.

The University provides a comprehensive education rooted in the liberal arts, a commitment to the Augustinian ideals of *Veritas*, *Unitas* and *Caritas*—Truth, Unity and Love, and a community dedicated to serving the common good. Villanova cultivates an academic environment that is marked by genuine curiosity about different perspectives, ardent receptivity to knowledge generated through intercultural connections, and a genuine sensitivity to the variety of human experiences. The University welcomes and respects members of all faiths, cultures, experiences and abilities who share an enthusiasm for the challenge of responsible and productive citizenship in order to build a just and peaceful world.

### **Enduring Commitments:**

In pursuit of this mission, we commit ourselves to academic excellence, to our values and traditions, and to our students, alumni and the global community.

To foster academic excellence, we:

- Create a community of scholars with varied backgrounds, talents, experiences and beliefs, united and dedicated to the highest academic standards;
- Emphasize the liberal arts and sciences as our foundation and foster in our students active engagement, critical thinking, life-long learning and moral reflection;
- Concern ourselves with developing and nurturing the whole person, allowing students, faculty and staff to grow intellectually, emotionally, spiritually, culturally, socially and physically in an environment that supports individual differences and insists that mutual love and respect should animate every aspect of university life;
- Encourage interdisciplinary research, teaching and scholarship;
- Affirm the intrinsic good of learning, contemplation and the search for truth in undergraduate and graduate education;
- Support a curriculum that encourages both a global perspective and an informed respect for the differences among peoples and cultures.

To honor our values and tradition, we:

- Believe that the dialogue between faith and reason drives the pursuit of knowledge and wisdom, and fosters St. Augustine's vision of learning as a community ethos governed by love;

- Seek to understand, enrich and teach the Catholic intellectual tradition through our curricula, scholarship and activities in ways that engage various religious, intellectual and cultural traditions in a vigorous and respectful pursuit of truth and wisdom in every area of humanity;
- Provide opportunities for students, faculty and staff to seek guidance from the Augustinian intellectual tradition and Catholic Social teaching, while always welcoming people from all faiths, cultures and traditions to contribute their gifts and talents to our mission;
- Mirror the Gospel by fostering a community of different backgrounds and varying perspectives where all are welcomed and valued;
- Treat each other with mutual care and respect, which is fundamental to living and learning in the Augustinian tradition that recognizes that we learn best from and with each other;
- Respect and encourage the freedom proposed by St. Augustine, which makes civil discussion and inquiry possible and productive;
- Look to the Order of St. Augustine to preserve our Augustinian character, by showing appropriate preference to Augustinians in faculty and staff appointments, and by welcoming their presence and influence in our university community.

To serve our students, alumni and global community, we:

- Are a community grounded in the Augustinian values of *Veritas*, *Unitas* and *Caritas* that fosters welcome and belonging to ensure all people are treated with respect, rooted in the belief that each person is created in the image and likeness of God, with particular attention paid to the care of the most vulnerable;
- Encourage students, faculty and staff to engage in service experiences and research, both locally and globally, so they learn from others, provide public service to the community and help create a more sustainable world;
- Commit to the common good, and apply the knowledge and skills of our students and faculty to better the human condition;
- Encourage our students and faculty to pursue virtue by integrating love and knowledge, and by committing themselves to research and education for justice, with a special concern for the poor and compassion for the suffering;
- Respect a worldview that recognizes that all creation is sacred and that fosters responsible stewardship of the environment;
- Include our alumni as an integral part of the Villanova community;
- Value highly our relationship with neighboring communities.

Learn more about Villanova's [Mission and Heritage](#).

## 1. Getting started:

This checklist covers some of the things that a faculty member will need in the first few days or weeks.

| Item  | Use and Source   |
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| Campus Identification Card (Wildcard)                     | UNIT's University Card Systems provide the Villanova Community with the "Wildcard" allowing convenient, efficient, mobile and secure access to all card related services. These services include personal identification, facilities access and access monitoring, debit transactions processing, meal plan administration, student printing allowance, and more. The Wildcard is universally accepted on campus and at selected off-campus locations. The University ID card (the Wildcard) is available at the University Wildcard Office in Dougherty Hall, telephone ext. 96202. For more information visit <a href="#">Wildcard Office</a>    |
| United States Visa and Pennsylvania Driver's License      | If you need assistance with applying for a United States visa, please contact our international advisor, Hubert WhanTong by <a href="#">email</a> or 610-519-8017. <a href="#">Pennsylvania driver's license</a> information is available for those intending to secure a license.   |
| Parking Permit  | Available from Public Safety, Garey Hall, x96989. For more information visit <a href="#">Parking Office</a>  |
| Office key, building key, elevator keys (some buildings). | Keys are usually ordered by the department/program assistant. If your building has a door controlled by a Wildcard reader, access is granted using the same procedures that apply for obtaining keys. Don't assume that your keys and cards are properly set up. Check them out during office hours. If you are locked out of your building, call Public Safety at x5800, they may be able to get you in. Please report lost keys to Public Safety.  |
| Voice-mail account  | All Villanova faculty members, staff and students have voice-mail accounts. The system functions as an answering machine and it can send messages to individuals and groups; you can also determine whether messages have been received. You can operate the system from any touch-tone telephone. For more information visit <a href="#">Phone Support</a> .  |
| Computers   | UNIT (The Office of University Information Technologies) handles university-wide computing, information systems and networking. Departments and colleges sometimes have their own specific computing systems and networks. The UNIT Help Desk (x97777) is the first place to call with questions or problems; they should be able to refer you to the appropriate person to answer your question if they cannot solve it themselves. The standard personal computer platform is a PC with Windows. Visit the Villanova <a href="#">homepage</a> .  |
| E-Mail  | <i>Microsoft Outlook</i> is Villanova's official E-mail system. Call the Help Desk (x97777) to set up your e-mail account. Outlook mail is an official channel of information, so you must check it on a regular basis. If you prefer to use your existing e-mail account instead of your Villanova e-mail, please log into VU Home Page and click on "Edit your Account" to automatically forward your Villanova mail to your existing address. The Help Desk can help you set this up. The typical convention for a Villanova e-mail address is Firstname.Lastname@Villanova.Edu, although there are some adjustments when names are duplicated. |

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| Off campus computer access | Villanova email is also available on the Web – just login to <a href="#">MyNova</a> . It is possible to access Villanova's computer systems from off-campus. Please call the help desk (x97777) for assistance.   |
| Home Page                  | Villanova University's <a href="#">homepage</a> is constantly being updated and has a wealth of information on many campus offices.   |
| Personal WWW Home Page     | Many faculty members have their own Home Page on the World Wide Web. If you would like to set up a home page, UNIT may be able to assist. Call the help desk, 97777 for information.  |
| Podcasts                   | Villanova supports podcasting. A podcast is a web feed of audio or video files placed on the Internet for anyone to download or subscribe. Or more information visit <a href="#">Podcasting at Villanova</a> .  |
| Photocopying               | Photocopying policy varies from department to department. Check with your chair or department administrative assistant. The typical arrangement is that your department will have facilities for doing small jobs, larger jobs will be sent to <a href="#">Graphic Services</a> .   |
| Business cards             | Villanova produces a standard blue/white business card. These are available from <a href="#">Graphic Services</a> . Your college will cover the expense, so contact your Department Chair and Dean's Office before ordering cards.  |
| Where to eat               | There are public cafeterias in the Connelly Center, Dougherty Hall, Driscoll Hall, Bartley Hall, CEER, and the Law School. There are dining facilities for faculty and staff in Dougherty Hall and in the basement of the Saint Augustine Center. There are food stores (with convenience store prices) in Donahue Hall and in St. Mary's. For hours visit <a href="#">Dining Services</a> .          |
| Book store                 | The University Shop (Kennedy Hall) sells textbooks and other college-related materials. Faculty members receive a discount on most purchases. Be sure to inform the cashier that you are a faculty member. For hours visit <a href="#">University Shop</a> .  |
| Faculty Congress           | The <a href="#">Faculty Congress</a> is an organization constituted by the faculty of Villanova University for the purposes of discussing all matters of interest to the faculty and, where appropriate, passing resolutions expressing its opinion on such matters. While resolutions may be sent to any Administrative Officer, the Faculty Congress has a direct consultative line to the Provost. |

## 2. In the classroom:

This checklist covers items which you may need in connection with teaching.

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| VITAL (Villanova Institute for Teaching and Learning) | VITAL provides and coordinates resources for faculty members who are interested in helping their students become more effective learners. Among the services offered are confidential consultations and classroom observations, workshops, and mini grants. A library/resource center contains materials related to teaching and learning. Call 610-519-5627 for more information, stop by Vasey 106 anytime during business hours or visit <a href="#">VITAL</a> . |
| Office of Intercultural Affairs                       | The <a href="#">Office of Intercultural Affairs</a> (OIA) creates and supports programming that fosters and sustains a community of respect and inclusion for   |

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|   | Villanovans with a special focus on underrepresented students. For more information call 610-519-7220, stop by in 214 Dougherty Hall or visit <a href="#">OIA</a> .   |
| Textbooks                               | Textbooks are sold in Villanova's University Shop. An email requesting book orders is sent out by the University Shop several months before a given semester starts. Faculty complete book orders using a user-friendly online process. If you do not get your book orders in on time, the book manager may not be able to have all the books you need by the beginning of the semester. For information visit the <a href="#">University Shop</a>                                      |
| Coursepacks and copyrights              | Please respect copyright law and the intellectual property of authors and publishers; do not distribute or sell "pirated" course materials. The University Shop will assist you to make customized textbooks or "coursepacks." For information visit the <a href="#">University Shop</a>  |
| Submitting Grades                       | Faculty may use MyNOVA to submit grades. Visit the Office of the <a href="#">Registrar</a> to review policies and procedures.   |
| Class lists (with pictures of students) | Class lists and other information are available through <a href="#">MyNova</a>  |
| Class times and locations               | Times and locations for classes are listed in the Master Schedule, available online through the <a href="#">MyNova</a>  |
| Instructional Technologies              | The Center for Instructional Technologies (CIT) provides many resources and services to promote the use of technology in the teaching and learning environment. Included in these services are multimedia development, online teaching and learning resources, video and audio streaming studios, video teleconferencing studios and workshops and seminars that introduce faculty to the various technologies that Villanova provide. For more information visit <a href="#">CIT</a> . |
| Multi-media classrooms                  | Classrooms are equipped with multi-media technology and the majority of classrooms offer universal lecture capture recording. For more information visit <a href="#">CIT</a>  |
| Change classrooms                       | If there are problems with the classroom that you have been assigned, <a href="#">email</a> or call the Registrar's Office 610.519.4030.  |
| Grades                                  | Grades are as follows: A'4.00; A-'3.67; B+'3.33; B'3.00; B-'2.67; C+'2.33; C'2.00; C-'1.67; D+'1.33; D'1.00; D-'0.67; F'0.0. More detailed information on grades is sent to faculty by the <a href="#">Registrar</a> prior to the time mid-term and final grades are due.   |
| Mid-term grades                         | In the mid-semester, you will be expected to enter undergraduate mid-term grades through <a href="#">MyNova</a> . Instructions on posting grades will be made available by the Registrar's Office. Mid-term grades are not part of the student's permanent record but do provide an indication of progress. If at all possible, you should try to assign some graded material before midterm. The date of the mid-term is in the academic calendar and is on the registrar's homepage.  |
| Final examinations                      | A schedule of times and locations for final examinations is on the Registrar's homepage under <a href="#">Exam Schedules</a> . You should have a final at the time scheduled. Do not schedule a final at another time or cancel a final without consulting with your department chair.  |

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| Final grades                     | At the end of each term, you will be expected to enter your grades through <a href="#">MyNova</a> . Your grades must be submitted before the published deadlines. Instructions on posting grades will be made available by the Registrar's Office.  |
| Change of grades                 | Once grades have been submitted, there is a form for changing grades available from the <a href="#">Registrar</a> . This process is for correcting mistakes. Students will sometimes ask you if they can do additional work after the semester to raise their grades; this is an occasion to "just say no."   |
| Course and teacher survey (CATS) | Villanova University is committed to ensuring the quality of its academic programs and the teaching and learning experiences of its students. An important component of this process is receiving regular feedback from students on the courses they complete. The Course and Teacher Survey (CATS) system operates on an online platform. Course offerings with enrollment greater than or equal to 4 students will be surveyed. Students will only be able to complete the online form one time. However, for team taught courses, students will have separate links for each instructor who is teaching the course. Faculty will receive their survey results after final grades have been submitted. Results provided to faculty will not include any identifying information. Responses are completely confidential. You encouraged to read the <a href="#">CATS Guide</a> available on the Provost's website. |
| Library                          | <a href="#">Falvey Memorial Library</a> provides opportunities for faculty, and other scholars, to speak and present research through a variety of programmatic platforms, particularly after work is published or has been recognized.   |
| Reserve materials for students   | The library is offering an electronic full-text reserve system. Visit <a href="#">Falvey Memorial Library</a> for further details.  |
| Graduation                       | Graduation (i.e., Commencement) is a contractual obligation for our full-time faculty. If you cannot attend, please inform your department chair/program director. Students and parents always remark that they are enormously pleased that faculty members participate. You will receive information about renting caps and gowns a few weeks before graduation. Over the long run it is usually less expensive to purchase the appropriate regalia, rather than renting year after year.  |

### 3. Resources for Students:

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| Questions about schedules, majors, requirements | Every Villanova student has an adviser, assigned either by the college or by the major department. Students with questions should be referred to their adviser, their department chair or to the office of the dean their college.                          |
| Academic Support Services                       | Villanova provides support for math, writing, study skills, tutoring, professional development, career planning and more. Please refer to the list of offices and resources available at <a href="#">Student Academic and Professional Support Services</a> |
| Academic Integrity                              | Academic integrity is a primary value for any institution of higher education. Cheating on tests, plagiarism, and other forms of academic dishonesty and misconduct are completely unacceptable, especially at Villanova which                              |

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|   | <p>prides itself on its commitment to the Augustinian values of truth, unity, and love. Please visit <a href="#">Academic Integrity</a> to read the policy, code, procedures for student appeals, and more.</p>  |
| Students who miss classes and assignments | <p>Students sometimes disappear from class for long periods of time and fail to do their assignments. Villanova prides itself on its concern for students, and the fact that students are missing classes or assignments should not be ignored. Faculty members should contact those students and determine what the problem is. Please review the <a href="#">Class Attendance Policy</a> as you address student absences and consult with your department chair/program director, or your Associate Dean, for ways to support the student. In some cases, these behaviors are indicative of more serious problems, and the Associate Deans can make this determination and provide help if needed.</p> |
| Student Wellness                          | <p>Villanova offers resources to assist in the development of the whole student—mentally, physically, spiritually, emotionally, culturally and socially. Visit the Student Wellness section at <a href="#">Student Academic and Professional Support Services</a></p>  |
| Spiritual issues                          | <p>For many Villanova students, college is a time of spiritual exploration and questioning. The <a href="#">Campus Ministry</a> program offers a wide variety of programs for students.</p>  |

#### 4. Other problems and emergencies:

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| Faculty Ombuds                            | <p>The <a href="#">Faculty Ombuds</a> is a valuable resource for full-time and part-time faculty, providing impartial, confidential and informal assistance to help resolve conflicts or issues that may arise in the academic or workplace environment.</p>   |
| Office of Diversity, Equity and Inclusion | <p>The <a href="#">Office of Diversity, Equity and Inclusion</a> works to address issues of equity and justice throughout our community. Villanova continues to work proactively to expand our welcome to all, embracing diversity in its multitude of forms, including race, gender, ability, ideology, orientation and socioeconomic status.</p>   |
| Sexual Misconduct                         | <p>Information regarding policies, procedures and support is available at <a href="#">Sexual Misconduct Prevention and Response</a>.</p>   |
| Discrimination and harassment             | <p>Villanova University advances its Augustinian mission through the contributions of a diverse faculty, staff, and student body and strives to provide a respectful and welcoming environment informed by the belief in the humanity and intrinsic worth of all members of our community regardless of race, color, national origin, ancestry, ethnicity, religion, gender, sexual orientation, gender identity or expression, age, veteran status, disability, or any other protected category. For more information, visit <a href="#">University Policies</a>.</p> |
| Student behavior Concerns                 | <p>Students are occasionally disrespectful or otherwise disruptive in class. This kind of behavior is clearly forbidden by the student code of conduct. Faculty members who are experiencing such problems should contact their department chair, and if necessary, their Associate Dean for advice on how to handle these problems. If the problem is not resolved quickly, faculty</p>   |

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|                                 | members or their chairs should also <a href="#">email</a> or call the Dean of Students (94200). In <b>exceptional cases</b> , students may appear to be threats to themselves, threats to the campus community, to have experienced traumatic personal events; or exhibit behavior and/or emotional states that raise significant concerns. When faculty members encounter a student whose behavior or situation is analogous to the cases described above, they should communicate their concerns and observations to an academic Assistant or Associate Dean, the Dean of Students, and/or the Counseling Center. If a student presents an immediate threat, contact Public Safety's emergency number (94444).         |
| Medical emergencies             | Villanova has a 24-hour medical emergency team. Call them at x94444.   |
| Legal issues                    | Occasionally, students or their parents feel that they wish to have an attorney pursue some issue. Do not panic, and do not worry. The attorneys in the General Counsel office are extremely knowledgeable and can handle such concerns. Do not try to deal with these issues yourself; as soon as someone starts talking about a lawyer, refer them to our in-house General Counsel (x97857).   |
| Accidents                       | Work related injuries to faculty or employees on campus, including slipping or falling on the stairs or sidewalks, are covered by Worker's Compensation. You must report such accidents to your superior (usually your department chair/program director) and the <a href="#">Benefits and Wellness</a> team in Human Resources.   |
| Parents and other third parties | Information about students is confidential and cannot be routinely given out to unauthorized third parties (including parents) without the permission of the student. Students are asked to provide written permission to share academic information with parents as part of their enrollment documentation. You can check with your dean's office to determine if such permission has been granted in a particular case. If parents want to tell you their concerns, you may listen politely, but you should not discuss their student with them until you have checked that you are authorized to do so. The <a href="#">Faculty Handbook</a> has a detailed policy (FERPA) on confidentiality of student information. |

## 5. Research Support (primarily relevant to Full-Time Faculty):

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| VIRS (Villanova Institute for Research and Scholarship | The <a href="#">Villanova Institute for Research and Scholarship</a> (VIRS) promotes a vital research culture at Villanova through programs, resources and applied research projects that empower faculty, post-doctoral fellows and graduate students in the pursuit of their scholarly aspirations. VIRS is committed to inclusive support for Villanova's scholars and their varied forms, methods and traditions of inquiry. It advances substantive, multidisciplinary engagement across the University's colleges, departments and centers. |
| Mentors  | It is absolutely essential that you find senior faculty mentors and advisers who will assist you in developing and advancing your research program. Research mentoring is almost always done within a department; please discuss this topic thoroughly with your department chair and with senior   |

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|                             | members of your department.  |
| On-line reference materials | The Reference Department of <a href="#">Falvey Memorial Library</a> supports a number of on-line reference services, many of which are available through the campus network.   |
| Inter-library loan          | Inter-library loan materials can be ordered from the <a href="#">Falvey Memorial Library</a> .   |
| Grant support               | The <a href="#">Office of Grants and Contracts</a> works with investigators during submission of sponsored project proposals on behalf of the University. The Office negotiates and executes various types of research agreements, provides sponsored projects education and communication, and assists with proper stewardship of research funds awarded to the University. |
| Travel funding              | Departments have some funding available to support faculty travel to conferences. Your dean may also provide support and the <a href="#">Villanova Institute for Research and Scholarship</a> (VIRS) offers the University Travel Grant Program.   |
| Professional associations   | Your faculty mentors and department chair can advise you on appropriate professional associations.   |

## 6. Around the campus:

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| Elegant meals and accommodations | Impress your guests - take them for lunch or dinner at <a href="#">The Refectory</a> . In addition, <a href="#">The Inn at Villanova University</a> offers event space and has lovely hotel rooms.  |
| Public safety                    | Villanova's <a href="#">Public Safety</a> department is on call 24 hours a day. Call them to report suspicious people or incidents or hazardous conditions. If you are sponsoring an event on campus and need to arrange parking, the <a href="#">parking office</a> can assist. They can also help you if you are locked out of your office or if your car needs to be jump-started.       |
| Maintenance, cleaning, recycling | The <a href="#">Custodial Services</a> division of the Facilities Management Office is dedicated to providing a clean and hazard free environment for the University Community, thus enhancing the quality of life on campus.   |
| Done something newsworthy?       | Faculty activities and publications are often newsworthy and can attract favorable publicity to Villanova. If you are doing something you think might interest the broader community, contact the <a href="#">Office of University Communication and Marketing</a> . The office also supports and "media expert center" so you can offer to have your name listed for contact by the media. |
| Campus newspaper                 | A free campus student newspaper, <a href="#">The Villanovan</a> , comes out on most Fridays during the school year. They can help you publicize on-campus events. There are several student literary publications.  |
| Scheduling an event              | Visit <a href="#">Event Planning</a> to learn how to schedule a campus event.   |

## 7. Refreshing the soul, caring for the body:

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| Masses and religious | Call <a href="#">Campus Ministry</a> for information about on-campus religious services. |
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| services           |   |
| Public service     | <a href="#">Campus Ministry</a> sponsors many public service activities, including work-trips (such as Habitat for Humanity) and local programs. Faculty are welcome to participate and can also serve as group leaders.  |
| Plays              | Villanova's <a href="#">Theatre</a> Department presents several plays each year in the <a href="#">Mullen Center for the Performing Arts</a> . Faculty members and students receive a discount on tickets.                |
| Art gallery        | There is a small <a href="#">Art Gallery</a> in the Connelly Center. Exhibit receptions are open to everyone.   |
| Fitness facilities | Available <a href="#">Fitness Centers</a> include gym, pools, workout machines, indoor and outdoor tracks, and weight rooms at several different locations on campus. A Wildcard is needed to use some of the facilities. |
| Athletics tickets  | Villanova Athletics features a wide variety of NCAA teams. Faculty are welcome to attend any sport. For information about tickets to basketball, football, and other sports, visit <a href="#">Villanova Athletics</a> .  |

## 8. Useful Publications:

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| Faculty Handbook or Adjunct Faculty Handbook | The Faculty Handbook for Full-time Faculty, the Faculty Handbook for Adjunct Faculty and several other guides are available at <a href="#">Handbooks and Guides</a> . The handbooks provide a great deal of detailed information for faculty members.  |
| Blue Book (The Student Handbook)             | This is the <a href="#">student handbook</a> , which contains lots of useful information on campus activities focusing on student life.  |
| Catalogs                                     | The <a href="#">Academic Catalogs</a> exist for undergraduate and graduate programs.   |
| College publications                         | The various colleges publish materials on their own programs. Call the office of the Dean of your respective college/school to get copies of what is available.  |
| Tolle Lege                                   | One of the first phrases that a person new to the University learns is Tolle Lege. Meaning "take up and read," the words are etched in campus buildings and on Villanovans' minds. <a href="#">Tolle Lege</a> is also the fitting title of Villanova's compact guide to the spirit, heritage and history of the University. This colorful, easy-to-read volume is organized around three basic questions: Who are we? How do we do it? What do we hope to achieve? Not sure what it means to be Augustinian? Looking for prayers for different professions? Need a glossary to brush up on "Villanova speak"? It's all in this handy resource. Just take up (or click) and read! |

## Further Thoughts

This section is intended to help new faculty members think about the longer-term issues of professional development.

### 1. Getting from "they" to "we"

Adjusting to a new academic environment is a challenging task, especially if this is your first full-time teaching position. You were recruited and hired by Villanova because we hoped that you would stretch our institution and make us better than we are. You will presumably find some things here that seem to be counterproductive, inefficient, and unwise. Do not suppress these thoughts, but also be tactful and strategic in deciding what you want to change and how to best accomplish reforms. Sharing your ideas with your department chair and dean is a good way to start. We are always looking for new ideas.

Over time there is also a subtle transition that happens for many new faculty members. In the beginning they ask, "Why do **they** do things this way here?" After a few years, however, they begin to ask themselves "Why do **we** do it this way?" Faculty making the transition from "they" to "we" become effective change-agents because they develop a sense of ownership of the institution without ever losing their vision of how much greater Villanova can be.

### 2. Staff, Colleagues, Chairs/Program Directors, and Deans

- Staff. Villanova's staff members are, in many cases, long-term employees who have a great deal of commitment to the institution and know a great deal about it. They are a good source of advice and assistance. They or their dependents often take courses here as well and many pursue degrees. Staff members sometimes complain that a few faculty members are insensitive to their position and even, at times, disrespectful. The University is actively trying to encourage better understanding and working relations between staff and faculty; please treat staff with courtesy and respect.
- Faculty. In your first few years, seek out faculty members who you respect to be a mentor – helping you in your research, teaching and professional development. Your department chair or program director can provide helpful guidance and perhaps suggest faculty you may find to be helpful mentors as well.
- Chairs and Program Directors. Your chair or program director is your link to the administration. You should work closely with your chair or program director. Try to respond promptly to requests for information and keep your them closely informed of what you are doing. Generally speaking - administrators don't like surprises. If you are doing something interesting, important, or potentially controversial, let them hear it from you rather than from someone else.
- Deans and other administrators. There is a standard procedure for most requests here at Villanova. If you want something, you first address your request to your department chair or program director either in person, by E-mail, or in a formal memo. If the question is completely within the chair's or program director's authority, they will take care of it. If not, they will forward your request and a recommendation to the dean of your college. The dean will either resolve the issue or, if necessary, send your request, your chair's/program director's recommendation, and the dean's recommendation to the Provost (or designee). The idea is that the request and the recommendations are layered.

Except in emergencies, it is best if do not go to your dean or to the Office of the Provost without talking to your chair first. The dean usually will not act without checking with the chair first anyway, and the Office of the Provost usually will not act without hearing from the dean and the chair.

### 3. Villanova Undergraduate Students

- Academically Talented (as measured by high school GPA, SAT/ACT, High School Curriculum)
- Leaders/Active in High School and ready to be active at the University
- Some will still need help (so be familiar with our various offices supporting student learning)
- Mostly Catholic but all faith traditions represented
- Diverse (by Geography, by Race, Ethnicity, Gender Identity, Sexual Orientation)
- Good Manners (polite, friendly, nice, respectful and want to be respected)
- Social (and so they join one or more of the many student organizations on campus and participate in student activities)

### 4. Villanova Undergraduate Student Expectations

The Course and Teacher Survey (CATS) is administered in every course to secure student feedback about the faculty member's teaching effectiveness. The topics listed below are from the CATS and are highly associated with effective teaching:

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- Explains course material clearly
- Interacts effectively with students
- I learned a great deal in this course
- Organizes and plans the course effectively
- Makes goals of the course clear
- Is available for help outside the classroom

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