

GEORGETOWN UNIVERSITY LAW CENTER FACULTY HANDBOOK

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Introduction

This Law Center Faculty Handbook is designed to provide faculty with an overview of how the Georgetown University Law Center faculty is structured, how faculty governance works, and faculty duties, rights, powers, privileges and resources.

The Faculty Handbook is not a binding document, but a description of existing policies, practices and procedures—some adopted by the faculty, some by the Dean’s Office, some matters of tradition. Where possible, it refers the reader to governing documents, such as the Georgetown University Faculty Handbook and faculty-approved policies. The University Faculty Handbook is available at:

<https://facultyhandbook.georgetown.edu/>

Selected Law Center policy documents are collected in an Appendix.

Other important information about working and teaching at Georgetown can be found on the Faculty Virtual Office:

<https://www.law.georgetown.edu/academics/academic-programs/jd-program/faculty-information/faculty-virtual-office/index.cfm>

on the Faculty & Staff information page:

<http://www.law.georgetown.edu/faculty-staff/>

on the Faculty Services page:

<http://www.law.georgetown.edu/campus-services/registrar/faculty-services.cfm>

and on the University Human Resources Department faculty page:

<https://hr.georgetown.edu/faculty>

If you believe that something in this Faculty Handbook needs to be updated, contact the current Research Dean, who is in charge of correcting any errors and keeping the document current.

1 The Faculty

1.1 Faculty Composition

This section describes the types of full-time faculty at the Law Center. In addition to the faculty described below, the Law Center benefits enormously from many adjunct

faculty, accomplished and busy professionals who make the time to share their experience and knowledge with our students.

1.1.1 Voting Faculty

The voting faculty comprises faculty members authorized to attend and vote in faculty meetings concerning hiring and law school policy. The voting faculty can be divided into three broad groups.

Tenured faculty: Tenured faculty have been granted tenure in accordance with the Law Center and university tenure standards. Faculty hired with tenure are typically lateral hires, i.e., they already have a tenured position at another law school or university. The Law Librarian is a member of the tenured faculty, as is the Dean.

Tenure-track faculty: Tenure-track faculty are faculty members who have been hired, whether laterally or on the entry-level market, without tenure but with the expectation that they will seek tenure in accordance with the Law Center and university Tenure Standards, as well as LRW faculty who have moved to the tenure track (see below).

Unlike at some other law schools, the Law Center clinical faculty is fully integrated into the tenure and tenure-track faculty as a whole. Permanent clinical faculty are hired either into the tenure track or with tenure.

Legal research and writing faculty: Legal research and writing (LRW) faculty are hired in accordance with a policy the faculty adopted in 1997 and revised in 2008. See Appendix B. LRW faculty are not hired on the tenure track. Pursuant to a policy adopted in 2017, LRW faculty may apply to move to the tenure track after three years on the faculty. See Appendix A.

The above three categories are nearly but not entirely exhaustive. Several nontenured members of the clinical faculty, who were hired before the clinical faculty were integrated into the tenured faculty, are members of the voting faculty pursuant to the policy adopted at the time clinicians were integrated into the tenured faculty.

1.1.2 Non-Voting Long-Term Faculty

Professors in the Graduate Program: Professors in the Graduate Program teach full-time primarily in the LLM program, with the title “Professor, Graduate _____ Program” (e.g., Professor, Graduate Tax Program). In 2009, the faculty authorized the creation of these nontenured positions. See Appendix C. These positions are intended for senior professionals teaching in a field that a significant number of LLM students select for advanced study, such as tax or alternative dispute resolution.

Professors from Practice: Professors from Practice are long-term nontenured faculty members whose primary obligation is usually teaching, but might also include leadership of a center or institute. The Faculty approved the creation of this category in 2014, and the award of this position must be approved by a faculty vote. See Appendix

D. As the title suggests, Professors from Practice typically come to the Law Center with significant practice experience.

Long-Term Visiting Faculty: Long-term visitors have the title “Visiting Professor” or “Visiting Lecturer,” have been at the Law Center for two or more years, and do not have another significant professional affiliation. Long-term visitors are appointed and reappointed by the Dean, sometimes on the advice of a visiting faculty committee.

1.1.3 Visiting Faculty

The Law Center regularly hosts short-term visiting faculty. Podium and clinical visitors are hired primarily to assist in teaching, and are appointed by decision of the Dean, sometimes on the advice of a visiting faculty committee. Look-see visitors are brought to campus as part of the appointments process on the recommendation of an appointments committee.

1.1.4 Emeritus Faculty

Emeritus faculty are former faculty members who have retired, assumed emeritus status, and typically have not gone on to teach at another institution. Emeritus faculty participate in the community in a number of ways, but no longer are authorized to vote on matters of hiring, tenure or law school governance. Additional information on the emeritus status can be found in the University Faculty Handbook.

1.2 Hiring

The decision to make an offer to an entry-level or lateral candidate for a tenure or tenure-track position is taken by the voting faculty, typically on the recommendation of an appointments committee. (The Law Librarian, for example, might be recommended by a special search committee.) If the offer is to be without tenure, a simple majority vote of the voting faculty authorizes the Dean to extend the offer. If the offer is to be with tenure, a simple majority vote of the voting faculty is required for the offer, after which there must be a vote of the tenured faculty in accordance with the law school tenure standards (see below).

Entry-level LRW faculty are recommended by the Legal Research and Writing Committee to the Dean, who may then hire a candidate for up to three one-year contracts. After an initial period of one-year contracts, or immediately in the case of a lateral hire, LRW faculty are eligible for a three-year contract and then a seven-year contract. Both those contracts require a faculty vote, the three-year contract upon recommendation of the LRW Committee and the seven-year contract upon recommendation of the Rank and Tenure Committee. Subsequent seven-year contracts are renewed by the Dean. See Appendix B.

Candidates to be Professors in the Graduate Program are initially appointed for a two-year period as Visiting Professors from Practice, after which they are reviewed by the Graduate Programs Committee and, with approval of the faculty, may be appointed to

a three-year term. Subsequent contract renewals are made by the Dean in consultation with the Graduate Programs Committee. See Appendix C.

A candidate for a position as Professor from Practice must have taught full time at the Law Center, typically in the position of Visitor from Practice or Visiting Professor, for at least three years. After that period, the candidate may receive the title and a three-year contract upon a vote of the faculty. Renewals are by the Dean, upon recommendation of a special ad hoc faculty committee. See Appendix D.

Adjunct faculty are hired without formal faculty participation, but often in consultation with faculty members in the field. Faculty who would like to recommend someone interested in teaching as an adjunct should contact the Office of JD Academic Programs and the Office of Graduate Programs.

1.3 Tenure and Promotion

1.3.1 Tenure

Tenure is granted pursuant to both the Law Center and the University Tenure Standards. The Law Center Tenure Standards can be found in Appendix A. The University Tenure Standards appear in the University Faculty Handbook. Together they state the prerequisites for a grant of tenure to a member of the law faculty.

Unless hired laterally, tenure-track faculty may apply for tenure after three full years on the tenure track, and must apply for tenure by their seventh year on that track. Rules governing the timing and tolling can be found in the University Tenure Standards. The Law School Standards provide for additional procedures during the pretenure period, including a third-year pretenure review.

Meetings on individual candidates for tenure are open to tenured faculty only. The Law Center Standards require that a candidate be recommended for tenure by a majority of voting tenured law faculty in a meeting with sixty percent of on-campus tenured faculty in attendance. The University Standards then require that the candidate be recommended by the Law Center Dean, and in the typical case be approved by the University Committee on Rank and Tenure. The final decision on tenure is given to the University President.

1.3.2 Promotion and Titles

Tenured and tenure-track faculty commonly hold the title of “Associate Professor” or “Professor of Law” though the title “Assistant Professor” is also available for pretenure faculty. Promotion to Professor of Law requires a vote of the tenured faculty.

Named chairs and professorships are granted by the Dean, historically after consultation with the faculty holding such chairs or professorships. In addition to the permanent named chairs and professorships, there are at any given time up to six

endowed Agnes N. Williams Research Professors. The Williams Research Professorship is a three-year position designed for recently tenured faculty.

Full-time faculty who are not tenured or on the tenure track might hold the title of “Professor of Law, Legal Practice,” “Professor, Graduate ____ Program,” “Professor from Practice,” “Visiting Professor,” or “Visiting Professor from Practice,” “Distinguished Visitor from Practice,” “Lecturer,” “Professorial Lecturer,” or “Visiting Lecturer.”

2 Faculty Governance

The Law Center has a long tradition of shared governance. The faculty as a whole takes an especially active role in curricular and other educational matters, in the appointment of new faculty, and in the approval of major undertakings such as the Center for Transnational Legal Studies in London. The tenured faculty votes on tenure and promotions. And faculty committees are integral to a number of areas of school governance, including the budgeting process, long-range planning, financial aid and admissions.

2.1 Faculty Committees

Faculty committees, on which students and senior staff sometimes also sit, perform vital functions at the Law Center, including making recommendations and formulating policies for approval of the Dean or faculty. Faculty governance is essential to the health of the Law Center and requires faculty participation. To that end, all faculty are expected to regularly and diligently fulfill their committee and other governance responsibilities.

Each year the Dean solicits faculty preferences for committee membership and appoints faculty members and senior administrators to serve on committees. The Student Bar Association selects the student representatives. The Dean charges the committees at the beginning of the academic year.

There is no fixed list of faculty committees, and the Dean has at times established ad hoc committees for particular purposes. In 2017-18, the list of standing committees was:

- Academic Standards (with Experiential Education subcommittee)
- Admissions and Financial Aid
- Appointments (Entry Level and Lateral)
- Diversity
- Faculty Workshops
- Fellows and Teaching Careers
- Finance
- Graduate and Transnational Programs
- Honorary Degrees
- Law Journals
- Legal Careers and Clerkships
- Legal Research and Writing
- Professional Responsibility / Appeals
- Rank and Tenure
- Teaching

- Technology
- Visiting Faculty

At the beginning of each academic year the Dean typically circulates to the faculty as a whole a short description of the charges to the various committees. At the end of the academic year, committee chairs are typically asked to provide a report on the committee's activities and any outstanding issues or projects for the following year's committee.

In addition to Law Center committees, there are a number of University committees on which Law Center faculty regularly serve, and the Law Center has representatives on the Faculty Senate. A non-exhaustive list of University committees on which Law Faculty regularly serve is as follows:

- Benefits
- Budget
- Designing the Future Advisory Committee
- Grievance
- Intellectual Property
- Institutional Review Board
- Information Technology
- Presidential Fellows Selection
- Rank & Tenure
- Reflective Engagement
- Research Integrity
- Senate Steering
- Speech / Expression

2.2 Faculty Meetings

Faculty meetings are generally held on Wednesday afternoons from 3:30-5:30, a time when no classes are scheduled. At the beginning of the year, the Dean circulates a schedule of faculty meetings, which may be amended.

2.2.1 Types of Faculty Meetings

By tradition, there are three categories of faculty meetings at the Law Center: (a) full faculty meetings; (b) tenured faculty meetings; and (c) open meetings to which students and administrative members of pertinent committees, non-voting faculty members, the president of the Student Bar Association (SBA), and representatives from student on-campus publications may be invited. In addition to formal faculty meetings, the Law Center has a tradition of brown bag lunches for informal discussions of policy matters, as well as holding such discussions at the faculty retreat.

2.2.1.1 Full Faculty Meetings

Full faculty meetings are devoted to discussion of hiring, policy and any other confidential matters. Attendance is limited to voting faculty members and a staff person from the Dean's office to take minutes. Pertinent non-faculty committee members and administrators may be asked to attend all or part of a meeting to provide information or answer questions. By tradition, a full faculty meeting will also be held if two or more faculty members request a meeting to discuss a topic of general faculty concern.

Attendance of faculty meetings is considered a responsibility of all voting faculty members.

2.2.1.2 Tenured Faculty Meetings

Tenured faculty meetings typically deal with matters of tenure and promotion. Attendance at tenured faculty meetings is limited to faculty who have been granted tenure by the University President and a staff person from the Dean's office to take minutes.

Tenured faculty who are on leave are welcome to attend and participate in tenured faculty meetings. Time is sometimes provided at the beginning of these meetings for discussion with the student advisory committee, administrative personnel or non-tenured faculty members.

2.2.1.3 Open Faculty Meetings

Non-voting faculty are often invited to attend meetings of the faculty on matters that do not involve faculty votes or confidential matters, such as discussions of sensitive policy questions. Student members of pertinent committees and the President of the SBA may also participate, along with senior administrators whose area of expertise is involved in the discussion.

2.2.2 Quorums

A quorum at a full faculty meeting is present when a simple majority of all faculty members not on sabbatical or off-campus leave are present. Although faculty on sabbatical or off-campus leave do not figure into the quorum calculations, they may attend and vote at faculty meetings.

Quorums at a tenured faculty meeting are governed by the Law School Tenure Standards, which can be found in Appendix A. Decisions on applications for tenure require attendance by at least sixty percent of tenured faculty not on sabbatical or off-campus leave. Again, tenured faculty who do not figure into the quorum calculations may still attend and vote on tenure matters.

2.2.3 Voting

Meetings will be held with as much notice as possible. Only faculty members who are present when the vote is taken are normally permitted to vote, on the theory that votes should be informed by the discussion at the meeting. The Law Center Tenure Standards authorize proxy voting in extraordinary circumstances and with approval of the Dean. Absent faculty members occasionally submit comments to be read at a meeting.

Matters other than recommendations for tenure are approved by a simple majority of those voting or indicating that they wish to abstain. Votes on non-personnel matters are commonly taken by voice or a show of hands, though faculty may request or the Dean may choose voting by paper ballot. Votes on personnel matters are taken by paper ballot.

Faculty votes on matters that in the Dean's view are relatively noncontroversial and might not require faculty discussion have commonly been taken by negative option. Under this procedure, the proposal is circulated to the faculty, usually via email. If there is no dissent by a

fixed date, the measure is passed. Traditionally, if two or more faculty members request a faculty discussion, a faculty meeting will be called at which the proposal might be voted on.

2.3 Long Range Plans and Reaccreditation

The Law Center has historically prepared five-year strategic plans, although the period might be altered to match the ABA reaccreditation cycle. The Strategic Planning process is an important part of faculty governance and requires full faculty attention and participation.

During the planning stage, a faculty-student Strategic Planning Committee develops major goals and objectives for the Law Center. Although procedures have varied over the years, the plan is commonly developed in consultation with members of the entire Law Center community, including students, senior staff and alumni. The plan is discussed by the faculty, but does not require a faculty vote.

Faculty participation is also essential to the ABA's law school reaccreditation process, which now happens every ten years. A committee of faculty and senior staff prepare the required report to the ABA and gather supporting materials. Part of that report is a Self Assessment, which the committee prepares in consultation with the faculty as a whole.

3 Law Center Administration

3.1 The Dean

The Dean of the Law Center is appointed by the University President, traditionally for a five-year renewable term. In the past, the University President has selected the Law Center Dean from a short list of candidates recommended by a committee composed primarily of Law Center faculty. The Law Center Dean is also an Executive Vice President of the University. As such, the Dean reports directly to the University President and serves on various University administrative and policy bodies.

3.2 Faculty Positions in the Deans Office

Associate Deans are appointed by the Dean, and include both faculty and senior staff. Faculty Associate Deans advise the Dean and perform a variety of administrative and supervisory functions.

The number of Associate Deans, as well as the responsibilities of each, is determined by the Dean. The below descriptions reflect the current composition of faculty Associate Deans. As with other matters of faculty governance, it is crucial to the health of the Law Center that faculty volunteer their time to serve as Associate Deans when asked to do so.

Vice Dean: The Vice Dean assists the Dean with a number of strategic tasks. These include the oversight of Law Center connections to the main campus, communications, curricular initiatives, interdisciplinary programs, strategic planning and ABA compliance. The Vice Dean is the Dean's delegatee when the Dean is traveling or otherwise unable to exercise decanal authority.

Associate Dean for Academic Programs: The Academic Dean oversees the non-clinical JD curriculum. The principal duties of the job are oversight of teaching, academic policies, podium visitors, the Office of JD Academic Services and the academic functions of the Registrar's Office.

Associate Dean for Graduate Programs: The Graduate Dean is responsible for the LLM and SJD programs, as well as various certificate and other non-JD programs.

Associate Dean for Clinics and Centers: The Clinic Dean oversees and supports clinics, as well as all centers and institutes. The Clinic Dean is also responsible for Law Center's pro bono and public service programs, as well as the training and support of clinical fellows and the administration of the LLM in Advocacy program.

Associate Dean for Research: The Research Dean has primary responsibility for facilitating faculty research and scholarship. The Research Dean provides scholarship support, coordinates workshops, conferences and named lectures, and supports and helps shepherd pretenure faculty through the tenure process. The Research Dean also oversees non-clinical fellows at the Law Center, and is a resource for Law Center graduates seeking academic jobs.

Associate Dean for Transnational Legal Studies: The Transnational Dean has primary responsibility for the international and transnational programs at the Law Center, including the Center for Transnational Legal Studies (CTLS) in London, the London Summer School program, semester abroad programs, and foreign visitors and researchers.

Associate Dean for Library Services. The Law Librarian currently also serves as an associate dean, taking on a number of administrative responsibilities beyond the Library.

Associate Dean for Strategic Initiatives: The Associate Dean for Strategic Initiatives is responsible for extending the reach of Georgetown Law to new audiences. The current initiatives focus on Executive Education programs, including Certificate and non-degree programs for the international and US markets.

3.3 Senior Administrators

The Law Center is administered by an enormously talented and dedicated group of non-faculty professionals. Although the Law Center's administrative structure has evolved over the years and across various deans, and though the titles attached to various positions may change, it behooves faculty to understand the basic structure and principal positions. An organization chart can be found in Appendix E.

3.4 Important Contacts

It behooves faculty to come to know members of the Law Center staff, who make the school run. Below is the contact information for several salient staff members or offices.

Teaching

- Sally McCarthy, Assistant Dean of J.D. Academic Services, x9041
- Registrar's Office, x9220
- Evelyn Alfaro, Acting Registrar, x9220
- Aryan Kushan, Associate Registrar for Exams, x9811

Students

- Mitchell Bailin, Dean of Students, x4066
- Mara Bellino, Director of Disability Services, x4042
- Judith Pérez-Caro, Director of Equity, Community, and Inclusion, x6621

Support for Faculty

- Office of Faculty Support, x 9280
- Monica Stearns, Direct of Faculty Support, x9097
- Betsy Kuhn, Faculty Support: Manuscript Editor, x9407
- Jennifer Lane, Faculty Support: Clerkship Letters, x9645
- Technology Service Desk, x9284
- George Petasis, Chief Information Officer, x 9004
- Thanh Nguyen, Head of Library Research Services, x9073
- Yelena Rodriguez, Library Scholarly Communications Assistant, x9136
- Mimi Koumanelis, Executive Director of Communications, x9519
- Office of Special Events, x9505

4 Faculty Policies and Practices

Members of the Law Center faculty are also members of the Georgetown University faculty. As such, they are governed by the policies and procedures in the University Faculty Handbook, which can be found here:

<https://facultyhandbook.georgetown.edu/>.

The University Faculty Handbook includes *inter alia*:

- The University policy on academic freedom,
- The Faculty Grievance Code,
- The University family and medical leave policy,
- University rank and tenure policy, including tenure clock rules,
- University policies on consensual sexual relationships between senior and junior members of the community.

4.1 General Faculty Policies

4.1.1 Faculty Responsibilities Generally

A faculty member's job responsibilities fall into three general categories: teaching, scholarship and service, each discussed in greater detail below. Not every faculty member provides, or is expected to provide, the same mix of the three. A Professor from Practice, for

example, is expected to carry a relatively heavy teaching or administrative load, and is not expected to produce the same quantity of scholarship expected of a tenured faculty member.

Faculty are also expected to participate in the intellectual and educational life of the Law Center generally. This includes:

- attending weekly faculty workshops, named lectures (e.g., the Ryan and Hart Lectures), chair installations and on-campus colloquia and conferences;
- reading and commenting on colleagues' work, and especially helping to mentor pretenure faculty;
- attending faculty social occasions such as the welcome back reception in the fall and the teaching and scholarship luncheon in the spring;
- attending the faculty retreat;
- participating in panels, student groups and other student-oriented educational events;
- participating in student-oriented social, *pro bono* and fundraising events such as orientation week, the EJP auction, the Night Owl Breakfast, the Graduation Gala, Law Reunion Weekend and admitted student open houses and dinners; and
- attending graduation and handing out diplomas to one's first-year sections.

No faculty member can be expected to attend or participate in all of the events that happen at the Law Center. But regular participation in a meaningful number of them is part of the job.

4.1.2 Teaching

Faculty Teaching Load. The Law Center's standard teaching load for non-clinical tenure or tenure-track faculty is three courses totaling 9-10 credit hours per year. Faculty contribute to teaching in different ways, consistent with their strengths and interests. Thus some faculty members might teach a number of demanding upper-class writing requirement (WR) seminars, whereas others may concentrate on teaching large classes. For purposes of providing faculty with a general sense of what is expected, however, a typical teaching load includes at least one course with a sizeable student enrollment and one WR seminar. Clinical faculty members are expected to teach their regular clinic load, which generally constitutes between 14 and 28 credits a year. The usual load for Legal Research and Writing faculty is two 4-credit classes and a 5-credit Law Fellow Seminar, all of which are year-long classes.

If a faculty member's student contact hours—defined as the number of students multiplied by the number of credits for a course—regularly fall below the level of his or her peers, the Academic Dean or Clinic Dean will work with that faculty member to identify courses in areas of interest that have higher student enrollments.

In any year in which a faculty member does not teach one semester because of a sabbatical or leave, he or she should expect in the other semester to teach two courses. Section 4.1.6.3 below provides additional information on teaching overloads and banking teaching credits.

First Year Electives: In addition to the traditional first year classes, Georgetown offers first-year electives. In Spring 2007, the faculty voted to require that the first year electives provide students with exposure to legal issues in a comparative, international or transnational

setting or with exposure to statutory and regulatory law. Faculty are encouraged to design and teach courses that meet these criteria.

Evening program. The Law Center offers all of the courses in the first year curriculum in the evening program, as well as foundational courses such as Constitutional Law II, Evidence, Corporations and Tax I, plus other course offerings. It is important that evening students have the opportunity to choose from a wide array of courses taught by full time faculty. Indeed, the AALS requires that at least sixty percent of the JD credit hours offered or student contact hours taken in the evening be taught by full time faculty. Thus every faculty member should expect to teach in the evening every few years.

4.1.3 Scholarship

The Law Center's Tenure Standards make it clear that tenure and tenure-track faculty are expected to be actively engaged in the production of scholarship. Because there are many different types of scholarship, expectations are difficult to quantify. The standards suggest the traditional law review article as a metric. "A tenured faculty member with a standard non-clinical teaching load should write on average at least the equivalent of one substantial article per year accepted by a respected law review or peer-edited journal." The standards also recognize, however, that legal scholarship takes many forms and that its production is not mechanical. "Tenurable scholarship varies in length, in the time required for preparation, and in the time it takes to publish. In some years, scholarly productivity may be slowed by the demands of teaching new courses or unavoidable overloads, or by absorption in law reform projects. Also, it is recognized that some projects are multi-year and that some scholarship does not result in publication in law reviews."

Scholarly productivity is assessed over time and in light of faculty circumstances. The expectations for entry-level faculty are somewhat more relaxed, though entry-level faculty should plan on producing regularly over the course of their pretenure years. Expectations are also somewhat relaxed for faculty performing substantial service for the school, for example undertaking onerous committee assignments, and for those clinical faculty who have less time outside the classroom to concentrate on writing.

The scholarship expectation assumes a full teaching load. Research leaves, described in section 4.1.6.2, are not granted solely for the purpose of meeting this minimal level of scholarly productivity, but are reserved for more substantial projects that require more sustained attention.

4.1.4 Service

The third element of faculty responsibilities is service. Service includes work with students outside of the classroom (e.g., clerkship recommendations, advising a student organization), service to the Law Center and the university (e.g., committee work, mentoring pretenure faculty), service to the academy (e.g., tenure letters for other schools, work with the ABA or AALS accreditation processes), and activities that contribute to the improvement of the law and the provision of legal services to underserved communities. Different faculty members engage in different mixtures of such activities. It is, however, expected that all faculty will devote a significant portion of their time to service of these types.

4.1.5 Salary

Each Spring, the Dean informs the faculty of the faculty salary increase pool approved by the Finance Committee. The entire salary increase pool is generally distributed on the basis of merit, evaluating each member of the faculty in three areas: scholarship, teaching and service. Because of its central importance to the Law Center's academic mission, scholarship has traditionally counted for somewhat more in this evaluation process, though extraordinary contributions in other areas are also recognized in salary decisions.

In the spring semester the Dean sends out a request that each faculty member submit a memorandum describing the faculty member's scholarship, teaching, and service over the past year for purposes of salary determinations. In recent years, requests for summer writing grants have been included in the same memo. Summer writing grants are discussed in section 4.3.4 below.

4.1.6 Sabbaticals and Research Leaves

All requests for sabbaticals and research leaves are considered on an individual basis and take into account the nature of the request, the scope of the proposed project, the faculty member's past scholarly accomplishments, teaching and service and the Law Center's institutional needs. This section covers leave policies specific to the Law Center. For other types of leaves, such as leaves for family care or leaves of absence without pay, refer to the University Faculty Handbook.

4.1.6.1 Sabbaticals

Sabbaticals are provided for under University rules, which provide that after twelve semesters of service a faculty member will be eligible for a sabbatical of either one year at half-salary or one semester at full salary. The University sabbatical rules can be found in the University Faculty Handbook.

The Law Center counts as a semester of service a semester in which a faculty member is teaching, has a research leave or is spending banked teaching credits. At the Dean's discretion a research leave funded by outside sources may also count as semesters of service. The Law Center does not count as semesters of service leaves of absence without pay, for example to work at another law school or institution, except in the rare case that a faculty member provides significant service to the Law Center during that period, such as a major committee assignment or project. Such exceptions are at the discretion of the Dean and should be memorialized in writing.

Delaying a sabbatical does not shorten the period before the following sabbatical. In other words, one cannot bank countable semesters, or save one sabbatical to add to another and after twelve years take a full year sabbatical at full pay. An exception may be made where a sabbatical was delayed or deferred in order to meet institutional needs. This determination is at the discretion of the Dean and should be memorialized in writing at the time of the delay or deferral.

The University rules provide:

The purpose of a sabbatical leave is to promote research. Sabbatical leaves are usually devoted exclusively to carrying out a research project, but may also consist of a course of study designed to learn new research skills essential for future projects. Any teaching or other paid professional activity during the period of the sabbatical leave must be approved by the Provost or Executive Vice President in advance of the activity. Approval will be based on whether the activity complements the approved sabbatical project.

The University rules also require that after a sabbatical leave a faculty member must return to Georgetown for at least one year:

Sabbatical leave is intended to benefit the University and the individual. By the acceptance of a sabbatical leave, faculty commit to resume their regular academic duties at Georgetown for at least one year. Faculty members who fail to honor this commitment will be required to return any salary received from Georgetown funds during their sabbatical.

Although the University rules do not specifically address the question of whether a faculty member must be in residence while on sabbatical, residency is not required or expected at the Law Center. Similarly, faculty on sabbatical are not expected to carry ordinary committee assignments.

4.1.6.2 Research Leaves

A research leave is a reduction in teaching load granted to permit a faculty member to accomplish a scholarly project beyond what would ordinarily be expected, and if such a leave can be accomplished without undue disruption to the Law Center's teaching mission. Research leaves for nonclinical faculty typically provide a one-course reduction, allowing the faculty member a semester free of teaching obligations.

The Dean evaluates research leave requests based on the nature and scope of the proposed project and the likelihood of success given prior productivity, weighing both against the Law Center's institutional needs. For example, a book project or a proposal for an article of significant scope is more likely to be approved than a proposal for a less ambitious law review article. Likewise, someone with a track record of scholarly publications is more likely to be approved than someone without such a record. The Dean will also take into account the number of years that an applicant has been in the academy. A project or set of projects the scope of which might be routine for a senior scholar may be more significant for someone who is relatively new to the profession. On occasion a reduced teaching load may be granted for other reasons, such as to permit a faculty member to take on a particularly time-consuming committee assignment or other administrative responsibility, or for other personal or institutional reasons.

A grant of a research semester does not ordinarily relieve a faculty member of committee work or other community obligations, such as being in residence, attending faculty meetings, participating in the appointments and tenure process and being actively engaged in the intellectual life of the school. Although a faculty member with a research semester might need to

be away from Georgetown for specified periods in order to conduct his or her research, faculty are ordinarily expected to remain in residence.

4.1.6.3 Banking Teaching Credits

Faculty who are asked to teach overloads of non-seminar courses can sometimes bank those teaching credits to enjoy lighter teaching loads in future semesters. Because the law school's teaching needs are variable and require some flexibility, the credit banking system is not as of right. Overloads will be available only when there is a teaching need in a faculty member's area and when the faculty member has agreed to teach credits beyond the standard load of 9-10 credits.

A faculty member who has credits in the bank might be asked to delay spending them if there is a high need in a given semester. That said, the Dean's Office makes every effort to accommodate the banking and spending of teaching credits so faculty can schedule time devoted exclusively to scholarly writing. If a faculty member is eligible for a sabbatical or has a project that supports a research semester, it may be possible to use banked credits to convert that semester into a year devoted entirely to research.

Spending a banked semester is like a research leave in that it does not normally excuse the faculty member from committee work and other community obligations.

4.1.7 *Outside Employment or Consulting*

Being a committed teacher, academic and member of this community is a full-time job that requires extraordinary commitment. That said, it is understood that some members of the faculty may seek to pursue other professional opportunities as well. The general rule is that faculty should not spend more than one day per week on outside activities. It is also expected that a faculty member's position at the Law Center will be his or her primary professional title and affiliation. The purpose of this rule is not to limit activities, but to ensure that each faculty member is fully and actively engaged at the Law Center. Whatever their outside commitments, all faculty members must fulfill the Law Center's expectations regarding scholarship, teaching and service.

Any faculty member who wishes to affiliate with another organization on a permanent or semi-permanent basis (as partner, of counsel, associate, or the like) must consult with and receive written permission from the Dean before doing so.

This rule is founded in University and Law Center policy, as well as ABA Accreditation Requirements. The University Faculty Handbook provides:

A regular full-time faculty member shall not accept regular or part-time employment as a full- or part-time teacher during the academic year in another institution, without the approval of the Department Chair and the appropriate Dean(s). While full-time status will not afford much extra time, faculty members may serve as consultants. Such consultation or other remunerative occupation outside the University, however, should not exceed an average of eight hours a week and must not be undertaken until the Chair of the

Department is satisfied that teaching, research, mentoring, and committee and other school obligations will be met.

Occasional participation in traditional scholarly activities such as, but not limited to, service on study sections and review panels, delivery of academic seminars, the review, presentation or writing of scholarly papers, and service on editorial boards is considered part of the routine academic duty of faculty members. No advance review is required for activities of this type so long as they do not conflict with other faculty duties. Major and ongoing extramural academic commitments that are expected to require commitment of University resources and/or to conflict with other faculty duties do require advance consultation and agreement with the Department Chair, the Dean, or other appropriate administrative officer to assure that teaching, research, mentoring, and committee and other school obligations will be met.

The Law Center's guideline, which has been in place since 1984, is similarly based on the principle of limiting outside activities to one day a week. See Appendix F. Thus more than 52 days of outside activities annually exceeds the guideline. These limits ensure conformity with Standard 402 of the ABA Standards, as well as Interpretation 402-2.

Compliance with these rules is a professional obligation of critical importance. If a faculty member anticipates that he or she will not be in compliance with these rules in any given year, that faculty member must notify the Dean of that fact and make an appointment to discuss the matter.

4.1.8 *Emeritus Services*

Members of Georgetown's emeritus faculty are welcome to attend faculty events, workshops and lunches. They may keep their Georgetown email addresses and phone extensions for as long as they wish, and Faculty Support will forward mail to an address they have designated for a period of three months after retirement and will work with them to transfer mail to that address going forward. Parking privileges can continue on the limited pay-as-you-go system. Emeritus faculty have full library circulation privileges. Library materials available in electronic format are available on campus or remotely by selecting the database or e-book from the Library's website and logging in with the emeritus faculty's net ID and password.

When space permits, emeritus faculty can maintain their offices for up to a year following retirement. When the office is reassigned, the emeritus faculty member will need to remove any items from their office and faculty storage. After leaving their faculty office, the Law Center will try to provide shared office space.

Should emeritus faculty return to teach a course, the Office of Faculty Support will provide support for course materials and exams. Faculty Support will also assist with the clerkship recommendation process, and provide modest printing, faxing and photocopying support in conjunction with emeritus faculty's teaching and publishing.

4.1.9 Pro Bono Policy

As an integral part of its Jesuit tradition and identity, the Law Center is committed to encouraging its students to live a life in the service of others. Law faculty are important role models for students entering the legal profession, and faculty commitment to *pro bono* work provides a positive example. The Law Center's definition of *pro bono* work encompasses voluntary work for most nonprofit entities, although special emphasis is placed on organizations providing legal services to persons of limited means, who are often in need of such services.

The faculty *pro bono* policy was approved by the faculty in 2000 and revised in 2003, and can be found in Appendix G. In it the faculty adopted the following steps to encourage and facilitate faculty *pro bono* work:

- OPICS is tasked with identifying *pro bono* opportunities of a diverse range for faculty, and seeking from public interest organizations proposals for *pro bono* projects suitable for faculty.
- The Law Center provides institutional support for faculty *pro bono* efforts, including reasonable research assistance and administrative support, so long as the faculty member will not receive any attorney's fees, statutory or otherwise, or receive any other financial benefit. *Pro bono* work done pursuant to this policy will be covered by the University's malpractice insurance.
- Summer public service project grants, equivalent to the summer writing grant, are made available for faculty who forego a writing grant and commit to undertake a substantial *pro bono* project that is likely to contribute to the faculty member's teaching and scholarship.
- Faculty members report on their *pro bono* work to OPICS each September. The reporting does not go to the Dean's Office, and is not part of job evaluations. It is used by OPICS to publicize our faculty's collective *pro bono* efforts, particularly in forums that would reach our students and alumni.

By adopting this policy, the faculty has not imposed any mandatory *pro bono* requirement. Rather, the policy is designed to express Georgetown's commitment as a faculty and institution to facilitating the honoring of that professional obligation, and to encouraging legal and other charitable work in the service of those in need by all Law Center faculty.

4.1.10 Faculty Angels

Georgetown Law provides every visitor and new faculty member with a "faculty angel." Faculty angels are there to help their charges find their way into the Law Center community. This help can include assisting with practical needs such as finding the coffee machine, navigating Canvas, or procuring a parking tag. Angels should also try to introduce their charges to faculty and administrators in the charge's field or who have similar or related interests and, early in the relationship, accompany the charge to workshops and lunches. Angels are assigned by the Research Dean.

For entry-level faculty members, it is hoped that the relationship between angel and charge becomes a lasting one through the first few years of the new faculty member's position at the Law Center. In the past, angels for pretenure faculty have provided comments and feedback

on drafts of articles, mooted workshop talks, visited classes and given teaching advice, and provided counsel as needed on committee assignments or other administrative requests, including when to say “no” to them. A pretenure faculty member’s angel might also serve as a bridge between the faculty member and the Tenure Committee. The angel is not, however, an evaluator, and the charge should know that the angel will not be reporting to the Tenure Committee on any aspect of his or her performance.

Many new or visiting faculty never ask for assistance, and others only ask for help with procuring a parking tag, using the phone or navigating Canvas. It is therefore incumbent upon the angel to check in and make sure that things are running smoothly. This is a large law school and faculty, and for visitors, likely quite a bit larger than the faculty they left to come here. It can make for a much happier visit, and for new faculty a much smoother transition, to have an engaged angel at their side. The Law Center will pay for a lunch or dinner for the angel and charge sometime toward the beginning of the fall semester. Alternatively, a group of angels and their charges may organize such a lunch or dinner together.

4.1.11 Commencement

The Law Center Commencement is held in May, usually on the weekend before Memorial Day. The tradition is that all faculty attend and that each section’s first-year professors attend the section’s diploma site to give out diplomas and shake each graduate’s hand. Non-1L faculty, however, should also attend the diploma ceremonies or receptions after, as students often want to see their professors on this special day. The Office of the Registrar coordinates faculty participation at the diploma sites following the Commencement Exercises.

Information on the Commencement Ceremony is circulated to the faculty midway through the spring semester. All faculty are expected to participate in the weekend’s events unless there is an extenuating circumstance that precludes attendance.

4.1.12 Faculty Support

Non-clinical full-time faculty are assigned a faculty assistant. Faculty assistants perform a wide range of administrative tasks for faculty members, including assisting in obtaining services from other departments of the Law Center. A detailed description can be found in Appendix H. Clinical faculty do not have faculty assistants, but rather office managers who can assist them with similar tasks.

Because faculty assistants work with many faculty members, they require advance notice of large projects. Faculty assistants work 8-hour days with one hour off for lunch. Additional hours subject the law school to overtime charges. If your needs fall outside the regular workday or if you require services not listed or that demand urgent attention, please contact the Director of Faculty Support.

It should be noted that some faculty assistants are also students, here or at other institutions. The Law Center is committed to creating a community in which everyone—students, staff, faculty and administrators—can realize their full potential. If your faculty assistant is also a student, their coursework might impact their Law Center schedule during exam

periods or at other times. If you need help during such times, contact the Director of Faculty Support, who will assign the work to another faculty assistant.

In the clinics, faculty support varies depending on the needs of the clinic. Faculty working in clinics can contact the Clinical Dean for information about the Office Manager's duties.

4.2 Teaching

Detailed guidance on drafting your course syllabi, including tips on formulating ABA-required course-specific student learning goals, as well as other information on exams, papers, grades and teaching can be found in a memo, Best Practices for Course Design and Management, available at:

<http://www.law.georgetown.edu/academics/academic-programs/adjunct-faculty-virtual-office/teaching-resources/upload/Best-Practices-for-Course-Management-for-Web.pdf>.

This section highlights a few especially important teaching policies and practices.

4.2.1 *New Courses and Changes to Courses*

All new non-seminar courses that exceed two units, whether taught by full-time faculty or adjuncts, must be approved by a faculty committee. For JD podium classes, this is the Academic Standards Committee. For JD clinics and practicums, it is that committee's Experiential Education Subcommittee. The Graduate Dean approves new LLM courses. The Academic Dean, Clinic Dean or Graduate Dean can approve seminars and non-clinical classroom courses of two units or less, or may refer the course proposal to the appropriate committee for consideration.

4.2.2 *Teaching and Course Design*

Each faculty member has his or her own style for organizing and conducting a class, just as each student has his or her own styles of learning and participation. Despite that variety, all courses must have a syllabus that, as the ABA requires, clearly states the learning goals for the course. The Best Practices memo elaborates on this topic. Many more resources to help you design your courses and your teaching are now available on the Faculty/Staff page:

<http://www.law.georgetown.edu/faculty-staff/>

Faculty should recognize that students have varied expectations about what law school classrooms should be like, and not all students feel equally comfortable and empowered in our classes. Simple awareness of this fact will go some way toward improving the classroom experience for everyone. Some basic, additional steps include trying to learn students' names, reaching out to meet those who are the quietest, and being as explicit as possible about expectations within the class and opportunities to meet with you outside of class. The Law Center is a large school with large classes, and many talented students may be reluctant to raise their hands for fear of soaking up class time the professor may wish to devote to other topics. Please be on the lookout for those in need of encouragement or mentorship. A simple email praising a point a student made in class or on an exam can provide a meaningful boost in

confidence. Also consider other ways of soliciting student contributions to class discussions, such as writing assignments or on-line conversations.

Faculty should also be attuned to racial, cultural and gender diversity. The Law Center seeks to create a classroom environment in which all students are able to access the material and feel empowered to participate regardless of identity, background and past experience. The more sensitive you are to the diversity of student experiences, the more successful you can be as a teacher. In addition to the range of expectations students bring to the classroom, faculty have different teaching styles, so the more explicit you can be about your expectations and norms for class discussions the easier it will be for students to engage fully in the course. Resources and best practices for ensuring classroom inclusion can be found here:

<http://www.law.georgetown.edu/faculty-staff/resources/diversity.cfm>

Many faculty effectively integrate technology into the classroom, whereas others choose to prohibit laptops entirely. At a minimum, please adopt a clear policy on what types of devices you will allow. More information on different uses of technology in the teaching resources can be found at:

<http://www.law.georgetown.edu/faculty-staff/resources/tech-tools.cfm>

For those tempted to ban laptops, know that faculty who have used the ban report appreciative and more fully engaged students.

4.2.3 Office Hours

All full-time faculty are required to post and attend weekly office hours. Please pay attention to whether your office hours are attracting the same repeat players. If so, you may want to experiment with how you schedule and hold office hours or to encourage students who have not come to office hours to schedule a time to meet with you individually. Quieter students who make interesting points or write a thoughtful exam are worth emailing or meeting with, initiatives which can give them a meaningful boost in confidence. In general, please be on the lookout for those in need of encouragement or mentorship.

4.2.4 Exams and Exam Feedback

For a full description of the examination process, see the Best Practices memo linked at the beginning of this section. A few absolutely crucial policies to keep in mind:

Faculty are not permitted to re-use exam questions, including questions from exams given at other law schools. It is imperative that you write new exam questions each semester, as all of your prior exams are posted online for students to review in preparing for exams. The Law Center has learned from painful experience that some students will recognize a re-used exam question, which creates significant grading problems.

Please also do not change your exam format from the one that is published in the online course schedule. Students often have strong feelings about the type of exams they prefer and

select courses accordingly. Be very clear about how you will examine them, and certainly do not change your mind after the add/drop period has ended.

Because of the large number of exams that have to be given in a short period of time, the Law Center is moving toward a default of self-scheduled take-home exams. A self-scheduled take-home exam both takes pressure off the Registrar's Office and makes it easier for your students to organize their exam period.

Faculty are expected to provide feedback to students on each exam. This feedback can take either of two general forms: (a) a detailed feedback memorandum discussing how to best answer each of the exam questions or grading rubric or (b) a "best exam" or a combination of model exam answers from different exams, accompanied by a brief addendum noting any major issues or errors in the answers selected. Feedback memos should be sent to the Registrar's Office. For exam courses, therefore, faculty should submit to the Registrar: (a) grades, (b) the exams or papers for the course, and (c) a feedback memo or model answers.

4.2.5 *Papers and Extensions*

4.2.5.1 The JD Upperclass Writing Requirement

Faculty who are teaching a writing requirement ("WR") seminar should remember the technical requirements that set a WR seminar apart from a two-credit, non-WR class. Students in a WR seminar must:

- Receive faculty approval for their paper topic;
- Submit an outline of their paper;
- Submit a first draft (of a minimum of 6,000 words excluding footnotes) to the professor for comments;
- Meet individually with the professor; and
- Submit a revised, final paper with legal citations (of at least 6,000 words excluding footnotes) directly to the Registrar.

These requirements are explained in more detail in the Student Handbook:

http://www.law.georgetown.edu/campus-services/registrar/handbook/upload/Juris_Doctor_Program.pdf

Please be very clear in your syllabus about the deadlines for each stage of the process and follow up promptly with students who fail to meet a deadline or requirement.

Beyond the technical requirements of a WR paper, it is often extremely helpful to provide students with guidance on writing a research paper, such as how to narrow a topic, formulate and structure an argument and avoid plagiarism. The Law Center has compiled a number of resources for teaching writing seminars. A list of upper-level legal writing teaching materials can be found in the Library's Teaching Resource guide:

<http://guides.ll.georgetown.edu/teaching/subject>

Especially useful for thinking about the WR seminar is a chapter by Diana Donahoe and Julie Ross on the seminar paper:

<http://legalwritingpedagogy.lawbooks.cali.org/chapter/commenting-on-student-scholarly-writing-the-seminar-paper/>

Students can also be directed to resources, such as by making appointments with a reference librarian via the Library's web page, or they can consult subject-specific research guides:

<http://guides.ll.georgetown.edu/home>

Students can also make individual appointments with the Writing Center through the website or download documents from:

<http://www.law.georgetown.edu/academics/academic-programs/legal-writing-scholarship/writing-center/usefuldocuments.cfm>

If you have any questions about whether your seminar is one that meets the writing requirement or what those requirements mean, please ask the Academic Dean.

Each year a member of the LRW faculty is designated to serve as the upperclass writing coordinator. The coordinator is in charge of the upper-level writing curriculum generally, but is also available to offer faculty members guidance on syllabus design for WR courses, materials for guiding students through the writing process, and providing feedback on student scholarly papers.

4.2.5.2 Extensions

Unless the professor sets an alternate date, all papers are due on the date announced in the academic calendar. Professors may grant extensions—either individually or for the entire class—up to the maximum extension date set each semester by the Registrar's Office:

<https://www.law.georgetown.edu/campus-services/registrar/exams-papers-grades/Papers.cfm>

Before granting an extension, faculty should consider whether a delayed grade would interfere with a student's employment prospects or the calculation of academic honors.

For extensions beyond the maximum extension date set by the Registrar's Office, students must obtain the professor's permission and that of the Academic Dean or the Graduate Dean. These extensions are granted only in exceptional circumstances.

Clinic projects and cases do not always follow academic deadlines. As such, there is a special policy regarding late grading and project and case completion. Faculty teaching in a clinic can contact the Clinic Dean programs for more information about this rule.

4.2.6 Grades, Grading Deadlines and Penalties for Late Grades

The faculty has adopted a grading curve that applies to all courses other than seminars, clinical courses, and trial practice classes. The current curve was approved in 2009. See Appendix I. The committee report approved by the faculty explains the policy as follows:

A recommended curve creates a strong presumption for grade distributions in a class, but it is not an irrefutable presumption and individual faculty, may . . . seek to justify a higher or lower curve in cases when departure from the recommended curve appropriately draws scrutiny and questions from the Dean's Office. Historically . . . first year classes are among those in which the faculty and Dean's Office adhere more strictly to the recommended curve because of faculty concerns about the considerable unfairness that can otherwise arise.

The 2009 policy also established an A+ grade for exceptional work. The committee report described the criteria for an A+ as follows:

Whether a student's overall performance warrants an A+ is not strictly speaking based on a relative assessment, but more of an absolute assessment. There should accordingly be no expectation that a faculty member would automatically award an A+ grade in every class or that every "best" exam in a class would receive an A+ grade. Such an exceptional grade should be just that—exceptional—and be reserved for instances of truly superior academic performance. For that reason, it should be exceedingly rare that more than one student would receive an A+ grade because of the fact of multiple students performing at such a level would, by itself, call into question the conclusion that either student's performance was truly exceptional.

Although an A+ is reported on the transcript, it is counted as an A for purposes of computing a student's GPA.

It is strongly recommended that individual faculty adhere to these grading policies that the faculty as a whole has adopted. Grades are informative, both to students and potential employers, only if they mean the same thing no matter who is teaching a course.

Once your grades are released to students, those grades may not be changed except for a mechanical, transcription or procedural error in the reporting process, and only with approval of the Registrar. Please do not inform a student of a grade change without the Registrar's approval.

In 1998, the faculty adopted a policy on the late submission of grades. See Appendix J. This policy authorizes the Dean to penalize full-time faculty members \$100 for each day grades are overdue. The penalties accrue from the date grades are due, but there is a three-day grace period during which the usual fine of \$100/day for late grades for non-graduating students will be waived. On the fourth day, at the expiration of the grace period, faculty will be assessed a fine of \$400 plus \$100 for each additional day the grades are late. The Dean has the power to suspend penalties only for serious illness or death in the faculty member's family.

If you have any questions or concerns regarding exams, papers, grades, deadlines, or withdrawals, feel free to reach out directly to the Registrar.

4.2.7 Clinic Budgets

Each clinic receives an operating budget for case, project and class expenses. Faculty teaching in clinics should contact the Clinical Dean to determine the amount of the budget and the allowable expenses.

4.2.8 Class Parties and Faculty-Student Lunches

One way faculty can make the law school feel smaller and more supportive for our students is by taking the time and effort to get to know them. Getting to know your students will also make you more effective when you are called on to assist them with clerkship and other job searches. Faculty-student interactions happen not only in class and during office hours, but also at student events, class parties and faculty-student lunches.

The Dean's Office subsidizes four forums for faculty-student interaction. To be reimbursed for any, save both the credit card receipt and any original restaurant or store receipt (the one that includes the food order), write the name of the program (e.g. "End of Semester Party") and the names of all attendees on the back of the receipt, and give the receipts to your faculty assistant for processing.

4.2.8.1 First-Year Small Section Parties

There is a tradition and strong expectation that faculty teaching first-year small sections will host a party for the small section in their home. When space allows, the faculty member also invites the other faculty teaching in the large section as well as the LRW fellows. The Dean's Office will subsidize each small section party to the extent of \$12 per student in the class or \$350 per party, whichever is less.

4.2.8.2 "Take Your First-Year Students to Lunch" Program

All first-year faculty (not just those teaching a small section) are invited to take small groups of first-year students to lunch. Please note that this does not replace but supplements the faculty-hosted first-year small section parties. The Dean's Office will reimburse the faculty member up to \$15 per person for first-year student lunches.

4.2.8.3 End-of-Semester Parties

For any class, including those beyond the first year, professors may have a party in class at the end of the semester. These parties typically involve bagels, pizza or other snacks. The Dean will contribute up to \$250 for these parties.

4.2.8.4 Clinic Parties

Clinics generally have end-of-the-term parties for their students. Funding for these events comes from the Clinic operating budget. The allowable amount varies depending upon the number of students and the length of the clinic program.

4.3 Scholarship Support

The position of Research Dean was created to ensure that faculty members have a single resource to talk with about designing scholarly projects, seeking external funding for their research projects and the like. Among the Research Dean's jobs are helping to coordinate scholarly workshops and other presentations, brown-bag lunches and major lectures. Faculty members who have ideas for speakers to invite for endowed lectures or annual scholarship lunches should communicate them to the Research Dean.

4.3.1 Faculty Workshops, Colloquia and Other Scholarly Events

Georgetown Law has a regular faculty workshop every Tuesday and on occasional Thursdays. Prior to the beginning of each semester, workshop conveners invite faculty to sign up to present their work. Faculty are encouraged to attend all faculty workshops. Attendees are expected to prepare for the workshops by reading the paper beforehand, which is usually available electronically and in hardcopy in Faculty Support. Lunch is served.

During the summer there is a lively brown-bag lunch series, at which faculty and fellows present and discuss works in progress.

Georgetown Law also hosts a number of small, subject-specific colloquia and workshops that meet weekly or bi-weekly. Attendees at these events typically include both faculty members and students, who are there for credit. The schedules are available on the events calendar, and papers are typically emailed around in advance and available in hardcopy in Faculty Support.

The Law Center's major lectures are the Thomas F. Ryan and the Philip A. Hart Memorial Lectures. Dates of these lectures will be announced before the beginning of the fall semester. Faculty are strongly encouraged to attend both named lectures. In addition, a distinguished member of the bench or bar delivers a lecture to entering students in the fall, and a similar lecture is given to graduating students in the spring.

Please consider attending whatever workshops and colloquia are of interest, and presenting your own work in one of the above forums. All of the workshops, colloquia and other events are listed on the events calendar, which can be found at:

<http://www.law.georgetown.edu/events/>

4.3.2 Help with Research and Publication

4.3.2.1 Research Assistants

Each full-time faculty member is entitled to hire during the academic year one research assistant (RA) for up to 15 hours per week, and during the summer one or more RAs for a total of 40 hours per week. If you need more hours than that, please send an email with the reasons to the Research Dean, who can authorize a second RA for work that merits and requires it. During the semester, please do not impose more than 15 hours per week, 20 hours at the outside, on a single RA, as that can interfere with the student's academic work. The best way to advertise for

an RA is through the Office of Career Strategy's Symplicity system. For instructions on posting a job, go to:

<http://www.law.georgetown.edu/careers/for-employers/job-posting.cfm>

For questions, please email lawjobspost@georgetown.edu. You can hire as an RA an evening student who is also a full-time employee of Georgetown, though the procedures are a bit different. Contact the Research Dean.

Faculty may hire only currently enrolled JD, LLM or SJD students as RAs. The Law Center makes rare exceptions to this policy based on faculty needs. An example might be a need for an RA with skills or knowledge that can't typically be found in our JD/LLM student body, such as deep familiarity with an esoteric body of law, an advanced degree or graduate study in another discipline, foreign language facility, or skills in statistics or empirical methods. Or an RA might have been working on a project, graduated or transferred to another school, and it would be a substantial burden to bring a new RA up to speed. If you feel you are within the logic of this exception you must clear it with the Research Dean first. The administrative steps (and costs to the Law School) of hiring a non-student are considerably more burdensome, and bypassing these steps will result in the RA not being put on payroll.

Although RAs are now able to submit their hours in GMS, they still require the approval of the faculty supervisor. One way to provide that approval is by using a paper timesheet signed by the faculty member. Alternatively, your RA can email their hours to you, then you can approve and forward them to lawhr@georgetown.edu. If you have questions about RA payroll, email lawhr@georgetown.edu.

4.3.2.2 Library Research Assistant Pool

The Library maintains a research assistant pool that is available to all faculty for short-term research projects. Typical projects are compilation of bibliographies, research memoranda, proofing and cite checks, pre-emption checks, state law surveys, regulatory and legislative research and fact-checking. Library RAs receive special training and continuing guidance from the Faculty Services Librarian to ensure the quality and timeliness of their work.

The research assistance service is available year-round. To use this service or for further information, contact the Reference/Faculty Services Librarian or email Law Library Faculty Services at lawfacserv@law.georgetown.edu. Please include a description of the project and the desired deadline for completion.

4.3.2.3 Manuscript Preparation

The Faculty Manuscript Editor provides to faculty technical support in the production of manuscripts for articles, books, and other documents. This support includes: typing, scanning, formatting, creating tables and graphics, proofreading and copy-editing (for grammar, publication style and punctuation). The Faculty Manuscript Editor will also administer other manuscript-related projects as needed, and Faculty Support can also assist in processing copyright permission requests. To use this service or for further information, contact the Faculty Manuscript Editor at the Office of Faculty Support.

4.3.2.4 Electronic Scholarship Repositories

Faculty scholarship is collected in the Georgetown Law Library's Faculty Scholarship Database:

<https://www.law.georgetown.edu/library/research/faculty-scholarship/>

The Library works hard to track faculty publications as they appear. Faculty can send updates or corrections to the database to papers@law.georgetown.edu.

The Library also maintains an institutional repository of faculty scholarship, published and unpublished, which is a part of BEPress. If you would like assistance posting a paper to the institutional repository and/or to SSRN, again email it to papers@law.georgetown.edu.

4.3.2.5 Manuscript Submission Services

The Law Center maintains accounts with both Espresso and Scholastica. Most student-edited law journals now use one or both for non-solicited submissions. For assistance creating an account or obtaining your login information for these services, contact Anna Selden, Anna.Selden@law.georgetown.edu.

4.3.3 Faculty Research Accounts, Travel and On-Campus Conferences

4.3.3.1 Faculty Research Accounts

Each member of the permanent full-time faculty (tenured and pretenure professors, LRW faculty, Professors from Practice, and Graduate Programs Faculty) has a Faculty Research Account (FRA). The FRA policy can be found in Appendix K.

The purpose of the FRAs is to promote and support faculty research and teaching. FRAs are designed to provide full-time faculty members the spending flexibility they need to support their research and teaching efforts. Full-time faculty receive an annual funding allocation and are responsible for ensuring that expenditures made or reimbursed with faculty research funds comply with Law Center policies and procedures. In the event a faculty member's legitimate needs in a given year exceed his or her annual funding allocation, the faculty member may submit a request for a supplemental allocation to the Research Dean.

FRA expenditures will be charged to the fiscal year's allocation in which they are incurred. (The fiscal year runs from July 1 to June 30.) For instance, air and rail travel expenditures are incurred at the time of travel, not at the time of ticket purchase. In general, unspent funds at the end of the fiscal year do not carry over to the next fiscal year. Faculty members who leave the Law Center or retire forfeit unspent funds. Faculty members may not borrow against future allocations or transfer funds to another person or account.

Faculty research funds may be spent only in direct support of faculty research and teaching activities where there is a clearly documented business purpose. The Research Dean or the CFO may disallow, or deny reimbursement of, expenditures that he or she deems are inappropriate uses of faculty research funds. By way of guidance, the following expenditures are

generally considered appropriate uses of faculty research funds, provided they are in direct support of the faculty member's research and/or teaching.

- Professional travel, conference, and entertainment expenses, including in connection with the AALS annual meeting, in compliance with Law Center and University policies and procedures. Purchases may be made with personal funds and reimbursed in accordance with the Business Travel and Entertainment Policy FA 112, available here:

<https://georgetown.app.box.com/s/um9fy6khcomtjh9nwuoq>

or through the University authorized travel agencies. See below for further details about faculty travel.

- Books, subscriptions, and other library materials. Purchases may be made with personal funds and reimbursed in accordance with the Employee Reimbursement Policy FA 112b, found here:

<https://georgetown.app.box.com/s/wzadb9r1jn4138vgo5q7>

or through the Library to be used as office copies. See Appendix K for the different tax consequences. Subscriptions for more than one year require prior approval of the Research Dean.

- Membership dues for professional associations, except those for which the Law Center has a full-faculty membership (e.g., ABA). This includes D.C. and state bar dues for clinical faculty, but not for non-clinical faculty. Memberships for more than one year require prior approval of the Research Dean.
- Computer software beyond the Law Center's standard package for faculty. All software purchases must be approved by and made through the Law Center IST Department.
- Travel expenses (but not honoraria) for one-time lecture guests to traditional classes.
- Professional services such as copying, dictation, and translation services, and purchasing reprints (these must be paid directly by the Law Center and will be charged to the faculty member's FRA).

The foregoing is an incomplete summary of the FRA policy. Again, the full policy can be found in Appendix K.

4.3.3.2 Travel

Faculty pay for their professional travel out of their FRAs; the Law Center does not pay for faculty travel out of the general research budget. This includes travel for the AALS annual meeting. Prior authorization from the Research Dean is not required for professional travel. Faculty must comply with the Law Center and University policies and procedures related to business travel and entertainment described in the previous section. The Research Dean or the CFO may disallow, or deny reimbursement of, expenditures that do not comply with such policies. In the event a faculty member's legitimate needs in a given year exceed his or her annual funding allocation, the faculty member may submit a request for a supplemental allocation to the Research Dean.

Travel arrangements can be made through the University authorized travel agencies, by your administrative assistant, or you can arrange the tickets yourself. The University recommends visiting the Georgetown Travel Online site for booking travel, which can be found here:

<http://travel.georgetown.edu/>

It is often cheaper, particularly with overseas flights, to make travel arrangements yourself. The Law Center reimburses only coach fares, including for international flights. It does not support first class or business class.

As for food and lodging, the basic rule is to exercise prudence with the law school's funds. Every dollar saved is another dollar the Law Center can put into financial aid for our students and recent graduates, not to mention a reasonable increase in staff salaries. There are no dollar caps for meals or hotels, but an expensive meal at the best restaurant in town or a comparable hotel suite might generate a partial reimbursement. If you are going to a conference, please book a room in a conference hotel offering a conference rate. Otherwise, a good rule of thumb is a hotel priced at or below the current GSA per diem rate for your destination city:

<https://gsa.gov/portal/category/100120>

Finally, useful information on sources of funding for international travel can be found here:

<http://travel.georgetown.edu/faculty-and-staff/travel-funding/>

4.3.3.3 Conferences, Events and Workshops

Georgetown Law has a large number of conferences, workshops, panels, colloquia and public lectures, and faculty are encouraged to organize events that will advance their scholarly projects and engage the community. When doing so, it is crucial that you follow the below procedures.

Center & Institute Events: If you are organizing an event through your work with a center or institute, paid for out of the center or institute budget, reach out early to the Office of Student Life (Beverly Sapp) to determine if on-campus space is available, and also coordinate early with an Institute Assistant to handle other logistics and to coordinate with Special Events as needed. The Assistant Dean for Centers and Institutes has a memo on the topic and can answer questions.

Law School Sponsored Events: The first step for all other faculty-organized events is to talk to the Research Dean to discuss the scope and structure of the event you are thinking about, as well as various models the Law Center has used in the past. Faculty members will generally be expected to use their faculty research funds to contribute to the cost of any academic event that they ask the Law Center to host or sponsor. You will need the Research Dean's provisional approval before proceeding to inquire about space and dates.

The next step will be to contact the Office of Student Life (Beverly Sapp) about dates and space. Space at the Law Center is very tight. If you require a classroom or other space where

classes meet, these spaces cannot be confirmed until the class schedule for that semester is finalized. The earlier you start planning, the better your chances of getting the space you want on a date that works. Six months or more is ideal. All requests, no matter how small or large, must go through the Student Life scheduling office. This includes not only initial event requests but any modifications. Student Life will coordinate with IST, A/V and Facilities to ensure that resources are available before approving any event. Student Life will not only communicate approvals, denials or alternative resources for events but will walk requestors through the elements of an event, noting where decisions will need to be made.

After the Office of Student Life approves your event and confirms the date and space, the next step is to contact the Office of Special Events to discuss budget and planning. On the budget, the experts in Special Events will be able to walk you through what sorts of expenses you might have and provide cost estimates. Note that in addition to catering, travel and hotel expenses, relevant expenses can include: administrative overhead (such as the time of staff in Special Events, A/V, IST, Facilities, and Public Safety), rental of audiovisual equipment and furniture and room rental and set up charges. The Office of Special Events will help you develop a working budget for submission to the Research Dean.

Once you have all this information, you can submit the proposal to the Research Dean for final approval. The proposal should describe (a) the event's content, structure, participants, audience and purpose; (b) the proposed event budget, (c) how much outside funders will be able to pay; (d) how much the faculty member will contribute from his or her faculty research account; and (e) the remaining expenses that the Law Center will be asked to absorb. In thinking about designing a conference or other event, keep in mind that the Law Center generally does not host conferences where it pays travel, room and board for every speaker or panel participant. The Law Center has on occasion made exceptions to the rule on paying for participants. Whether this will be possible depends on the event's merit, expense and feasibility. Please understand that the presumption against full funding strengthens as the price tag goes up. The main point is this: do not start inviting people to an event before discussing expenses, dates and logistics with the Research Dean.

The Communications Office works hard to achieve consistent and impactful messaging about the Law Center. You can help when publicizing your event by following the guidelines:

<https://www.law.georgetown.edu/news/publication-services/communications-guide.cfm>

Events by Outside Groups: The Law Center sometimes provides, always for a fee, space to outside groups to hold events on our campus. The fee is designed to cover costs associated with such events, such as room setup, cleaning, A/V, security and Special Events staff time. If you are involved with or contacted by an outside group that would like to hold an event here, you can direct the group to the Office of Special Events or provide them with the following link to the External Event Application:

<https://www.law.georgetown.edu/campus-services/special-events/space-rental.cfm>

4.3.3.4 Guests in Classes, Colloquia and Workshops, Honoraria and Dinners

Faculty members may use their faculty research funds to pay travel or accommodation, but not honoraria, for one-time lecture guests in traditional classes. That said, D.C. is filled with wonderful people whom faculty can bring into classes. Please invite them. The IST Department can also provide high quality web-conferencing, which requires only that your out-of-town guest have a computer, smartphone or tablet with a camera. For help on this, contact the Technology Service Desk (lawhelp@goergetown.edu or 202-662-9284).

The Law Center offers a limited number of seminars and colloquia for students and faculty that bring guest speakers to the law school. And faculty workshops routinely bring in guest speakers, including job candidates. If you are hosting a guest for such an event, Faculty Support can help you or your guest arrange travel and accommodations. Please contact Monica Stearns, the Director of Faculty Support (smithstm@law.georgetown.edu or 202-662-9097).

If you are organizing an event in which a speaker is going to be paid an honorarium, there are several administrative hoops to jump through before he or she arrives. If the speaker is a non-U.S. citizen, there are even more. Clearing them in advance will ensure that the honorarium gets paid in a timely manner. Contact the Research Dean for a memo outlining what you need to do.

Guest appearances at seminars or workshops are often followed by a dinner. A little self-restraint here goes a long way. If you are hosting such an event, please stick to modestly priced restaurants and wines, and keep the guest list to a reasonable length. A four-person dinner with a bottle of wine at a good-but-not-lavish restaurant can keep the workshop conversation going in a relaxed, enjoyable, and productive way. Wine that is over the mid two-digits or meals that are likewise extravagant might not be reimbursed.

If you are bringing a guest speaker into your class or organizing a conference, seminar, workshop or similar event, please consider inviting Georgetown Law alumni to participate. Matt Calise, the Director of Alumni Affairs (mfc37@law.georgetown.edu or 202-662-9512), can help identify suitable Law Center alumni.

4.3.4 *Summer Writing Grants*

The Law Center offers summer grants for scholarly research and writing. A proven record of scholarship or plans for a substantial scholarly written product in the future is a prerequisite for eligibility for a grant. The Dean invites faculty to apply for a summer writing grant in the spring semester. In recent years the base grant has been \$15,000.

If a summer writing grant does not result in a scholarly production within a reasonable time, the recipient will be ineligible for the following year's grant. Subsequent publications will renew eligibility.

4.3.5 *Internal Research Funds and External Grants*

The Reynolds Faculty Research Fund provides grants to support law faculty research. If you need support to travel to an archive, to purchase access to a database, to pay for a translation or the like, check with the Research Dean about whether the Reynolds Fund might be able to

help. There are also occasional university grant programs, supporting for example interdisciplinary research or research on special topics, for which Law Faculty can apply. These are usually announced via campus-wide email, or you can check with the Research Dean.

Institute and faculty applications for external grants paid through the university must first be approved by an Associate Dean. Clinical grant proposals are approved by the Clinical Dean, all others by the Research Dean. If you are considering applying for an external grant for the first time, let the appropriate Associate Dean know in advance so he or she can ensure that the application complies with University guidelines. Once you have an application ready, approval is simple—just email the Associate Dean the grant application with a few days' lead time.

4.3.6 *Research on Human Subjects*

Federal law and University regulations both require that all research involving human subjects—whether conducted by faculty, students or fellows—be reviewed by the University's Institutional Review Board (IRB). As the chief research officer for the Law Center, the Research Dean must approve all IRB protocols before a Law Center researcher submits to the IRB Office. For those unfamiliar with the IRB process, general information and all necessary forms are available through the IRB's website here:

<http://ora.georgetown.edu/irb/>

Virtually all law-related IRB review falls within the social or behavioral sciences. You can find particularly useful information at the IRB-Social and Behavioral Sciences web page at:

http://ora.georgetown.edu/irb/irbc_index

Basic questions about the IRB process can be answered by Kristen Katopol, Director, Institutional Review Board, 202-687-0328, krk62@georgetown.edu.

4.4 *Transnational Opportunities*

The Law Center is the lead partner of the Center for Transnational Legal Studies (CTLTS) in London, England. CTLTS is a partnership between 23 law schools from across the globe, offering students and faculty a chance to work and study together for a full semester. Georgetown faculty regularly serve as faculty directors at CTLTS, usually for a full year. If you are interested in serving as a faculty director at CTLTS, contact the Transnational Dean.

The Law Center also has faculty exchange programs with the University of Heidelberg, Hebrew University of Jerusalem and Tel Aviv University for visits of between three and six weeks, depending on the school. Faculty interested in participating in these exchanges should contact the Office of Transnational Programs.

The University has several international grant programs and opportunities, including a period of residency at Campion Hall, Oxford. Information can be found on the University Global Engagement website here:

<https://global.georgetown.edu/for-faculty>

4.5 Centers and Institutes

There are over twenty centers or institutes associated with the Law Center, working on a wide range of legal and policy issues. A full list of centers and institutes can be found here:

<https://www.law.georgetown.edu/academics/centers-institutes/>

The centers and institutes vary in size, funding and missions. All, however, include voting faculty members in their leadership. And all have as part of their mission advancing the Law Center's educational mission, whether through teaching practicum courses, hiring student RAs, organizing student-oriented programming, or otherwise.