

Faculty Handbook

December 2009



PREFACE

The *Faculty Handbook* is a reference book containing information of importance to all members of the Faculty and to the College community. The *Handbook* is the Faculty's guide to shared governance at Hamilton, and as such provides members of the Faculty a general introduction and orientation to the College and its organization, procedures, and services. In 2007-2009, the *Faculty Handbook* was reviewed and revised by the Faculty under the guidance of the Academic Council. The Faculty approved the revised *Handbook* in May 2009, and the Hamilton College Board of Trustees endorsed the new edition in December 2009. The 2009 version is the revised edition and contains changes made by the Faculty through May 2009.

All members of the Faculty are urged to make themselves familiar with the regulations, practices, and expectations that prevail at the College. Sections of the *Handbook* may become dated at any time as a result of future state or federal laws, legal decisions, or actions of the Faculty and Board of Trustees. As such changes occur, the Dean of Faculty and Academic Council will distribute addenda. This edition of the *Handbook* incorporates all pertinent resolutions passed by the Faculty through its meeting of May 19, 2009. Any questions concerning information given in this handbook should be addressed to the Vice President for Academic Affairs and Dean of Faculty, Hamilton College, 198 College Hill Road, Clinton, New York, 13323, (315) 859-4601. Notice of errors, omissions, inaccuracies, or ambiguities are appreciated.

Joseph R. Urgo
Vice President for Academic Affairs
And Dean of Faculty

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I. COLLEGE MISSION

Education in all its forms is the central mission of Hamilton College.

At Hamilton it is understood that the pivotal commitment of the Faculty, Administration, and Staff to the intellectual and personal development of students is the College's most important and enduring tradition.

Hamilton is a coeducational, residential liberal arts community whose members value and seek intellectual and cultural diversity. The College encourages respect for political, religious, ethnic, racial, physical, generational, sexual, and affectional differences because such respect promotes free and open inquiry, independent thought, and mutual understanding.

Teaching and learning link the classroom to other aspects of student life and contribute to an educational environment that supports civility, respect, and meaningful student-faculty interaction. The Faculty represents men and women who are dedicated to the promotion of academic achievement, human decency, and personal growth. Hamilton students talk about "working with" rather than "taking courses from" their -professors. Under-graduates spend time with their teachers identifying problems, clarifying questions, experimenting with solutions, and -frequently doing collaborative research. Although opportunities for social and recreational activities abound, Hamilton is, above all, an academic community in which challenging intellectual work is the main focus.

The fundamental purpose of a Hamilton education is to enable young women and men of unusual gifts to realize their fullest capacities, for their own benefit and that of the societies in which they will live. The College's motto, "Know Thyself," summarizes the primary goal of a -liberal arts education. At Hamilton we believe that the proper mixture of good students, dedicated faculty, and a well-designed curriculum offers the best hope for a lifetime of continuing learning, intellectual exploration, and personal -fulfillment. As the primary intellectual guide, the Faculty determines the fundamental structure and the basic requirements in light of the liberal arts tradition and its appropriate adaptation to the contemporary world.

In sum, our mission is to provide an educational experience that empha-sizes academic excellence and the development of students as human beings, as we prepare them to make choices and accept the responsibilities of citizenship in a democratic world of intellect and diversity.

II. ORGANIZATION OF THE TRUSTEES AND ADMINISTRATION

A. Trustees

The Charter and By-Laws of the Board of Trustees are the Constitutional documents under which the College is governed.

The Board consists of thirty-six members. Twenty-four are Charter Trustees elected by the Board (except for the President) to serve renewable terms of six years, and twelve are Alumni Trustees elected by the Alumni Association to serve non-renewable terms of four years. Newly elected members normally take office July 1. The Board normally meets as a body four times a year.

In addition to the Executive Committee, the Board of Trustees has eleven standing committees, eight of which invite appointed faculty and student members to attend meetings and serve with voice but not vote. The remaining three committees (Audit, Investments and Nominations) do not have faculty or student representation. The standing committees are as follows:

1. **Committee on Instruction:** considers matters relating to the academic program and policies with respect to faculty appointments and faculty compensation.
2. **Committee on Buildings, Grounds, and Equipment:** considers matters relating to the physical plant, major facilities, and College grounds.
3. **Committee on Nominations:** reviews, recommends and nominates Charter Trustee candidates to the Board.
4. **Committee on Budget and Finance:** exercises general supervision over the finances of the College.
5. **Committee on Development:** establishes goals and oversees strategies for raising funds for the College.
6. **Committee on Planning:** considers long range planning as it pertains to the future of the College and its educational purposes.
7. **Committee on Student Affairs:** considers matters of student life, including extracurricular activities and housing.
8. **Committee on Investments:** oversees the investment of all funds and securities of the College.
9. **Committee on Honorary Degrees:** solicits and considers the nominations of candidates for honorary degrees at Commencement.
10. **Committee on Admission:** considers matters relating to admission and financial aid policies.
11. **Committee on the Audit:** has special oversight for the College's internally and externally reported financial statements.

B. Administration. The President's senior staff and their general responsibilities are as follows:

- 1. The President.** The President holds office at the will and pleasure of the Board and is designated in the By-Laws of the Board as having responsibility for the administration of the College and its educational program. In furtherance of that responsibility, the President shall have such power, authority, duties and privileges as customarily appertain to this office. The President has the authority to appoint members of the faculty and staff of the College. Appointments to tenure shall be made only with the approval of the Board.
- 2. The Vice President for Academic Affairs and Dean of Faculty.** The principal academic officer under the President, the Vice President for Academic Affairs and Dean of Faculty, hereafter referred to as Dean, oversees the Faculty and the curriculum and has responsibility for the execution of educational policy. Under the Dean's jurisdiction are the Registrar, Library, Institutional Research, Athletics, Opportunity Programs, and Emerson Gallery. The Dean also oversees academic support areas with the assistance of an Associate Dean of Faculty, an Associate Dean for Diversity Initiatives, and an Assistant Dean for Institutional Research.
- 3. The Vice President, Administration and Finance.** The Vice President, Administration and Finance oversees the College's budget, long-term financial planning, and overall physical plant. Under the Vice President's jurisdiction are the Controller and Budget offices, Human Resources, Physical Plant, Investments, Auxiliary Services, and Environmental Protection, Safety and Sustainability.
- 4. The Dean of Students.** The Dean of Students is responsible for the direction and quality of undergraduate life and housing. Under the Dean's jurisdiction are the Career Center, the Chaplaincy, Counseling and Psychological Services, Off-Campus Study, the Student Health Center, the Office of Campus Safety, Diversity and Accessibility, Residential Life, Outdoor Leadership and Student Activities.
- 5. The Dean of Admission and Financial Aid.** The Dean of Admission is responsible for planning recruitment strategies and overseeing the selection process for prospective students. Under the Dean's jurisdiction are the Admission and Financial Aid offices.
- 6. The Vice President, Communications and Development.** The Vice President, Communications and Development, is responsible for planning and executing the College's fundraising and communications programs. Under the Vice President's jurisdiction are Annual Giving and Alumni Affairs, Major and Principal Gifts, Foundations, Corporations and Government Relations, and Communications.
- 7. The Vice President for Information Technology.** The Vice President for Information Technology is responsible for planning, implementing, and managing the use of computing, networking, telecommunications, and electronic information resources. Under the Vice President's jurisdiction are Central Information Services, Network and Telecommunication, Desktop Integration, Instructional Technology Support, Help Desk and Training, Web Services and Audiovisual Services.
- 8. The Executive Assistant to the President and Secretary to the Board of Trustees.** The Executive Assistant to the President coordinates executive level decision-making for the College, oversees all major ceremonial events, and manages the work of the Board of Trustees.

III. ORGANIZATION OF THE FACULTY OF HAMILTON COLLEGE

With authority delegated by the Board of Trustees, the Faculty formulates educational policies and programs; supervises teaching resources and procedures; advises on matters of appointment and promotion of faculty members and on other concerns relating to faculty personnel; administers the curriculum; certifies that students have fulfilled the requirements of the curriculum; exercises general supervision over various aspects of student life; organizes its own activities and internal affairs; and takes such other actions as may be appropriate to further the educational objectives of Hamilton College.

A. The Office of the Vice President for Academic Affairs and Dean of Faculty

1. The Dean oversees the educational policy and programs of instruction of the Faculty and all matters relating to the effectiveness and development of the Faculty, and oversees curricular development. The Dean reports directly to the President and is assisted by the Associate Dean of Faculty. The Dean may not be elected to committees of the Faculty, but may serve, *ex officio*, on certain committees as noted hereafter and in Section IV. When there is an Acting Dean, the term Dean shall be taken to mean Acting Dean.

The Dean is a voting member, *ex officio*, of the Committee on Academic Policy, the Faculty Committee on Admission and Financial Aid, the Committee on the Library, and the Planning Committee. The Dean also chairs and is a voting member, *ex officio*, of the Academic Council. He or she may additionally request information from any College committee at any time, has the privilege of addressing any committee, and may request that a committee take up a particular question or problem. The Dean reports annually to the Faculty on matters relating to faculty and curricular development.

The Dean serves at the pleasure of the President and may be reappointed on a yearly basis over a term of five years. If the Dean is to be considered for reappointment for a subsequent term, her or his performance shall be evaluated by a single evaluation committee comprised of the Committee on Appointments and the elected members of the Committee on Academic Policy. The evaluation committee shall convene and elect a chair by February 15 of the fourth year of the Dean's term. The committee shall solicit confidential letters of evaluation from all department chairs and program directors and also welcome letters from any other faculty members. It may also interview faculty members and sample faculty opinion as it sees fit. The Committee shall send to the President its recommendation and a summary of its deliberations by the last day of classes of the fourth year of the Dean's term. The review process shall be discontinued if the Dean indicates that he or she does not wish to be reconsidered for reappointment.

The President normally shall inform the evaluation committee by October 15 of the fifth year of the Dean's term whether the Dean is to be reappointed.

2. **The Associate Dean of Faculty** assists the Dean on matters of the instructional budget, facilities, personnel and salary, faculty development, and oversees academic support services, and acts as Affirmative Action Officer in all matters related to faculty hiring. The Associate Dean participates in the administration of academic advising in cooperation with Associate Dean of Students (Academic), chairs the Scientific Misconduct Review Board, oversees summer student-faculty research programs, coordinates the submission of budget and personnel materials to the Dean for review, and assists the Dean in a wide variety of

areas. The Associate Dean is appointed by the President from among the full-time tenured faculty for a non-renewable term normally of three years. The Associate Dean may not be elected to committees of the Faculty.

3. **The Associate Dean of Faculty for Diversity Initiatives** is the Diversity Coordinator for the College, facilitating the implementation of diversity initiatives regarding student recruitment, faculty and staff hiring, and curricular innovation. The Associate Dean serves as institutional liaison to a number of foundations and consortia that the College works with in these areas and, in this capacity, also serves as ombudsperson for faculty, staff and students. The Associate Dean for Diversity Initiatives is appointed by the Dean from among the full-time tenured faculty for a non-renewable term normally of three years. The Associate Dean for Diversity Initiatives may not be elected to committees of the Faculty.

B. The Faculty

The voting members of the Faculty shall consist of the President; the Dean; the Associate Dean of Faculty; the Associate Dean of Faculty for Diversity Initiatives, and all members of the departments and instructional programs of the College who hold renewable or non-renewable appointments not less than half-time as Professor, Associate Professor, Assistant Professor, or Instructor, as defined by letter of appointment. Individuals hired to teach less than one-half time hold the position of Lecturer and are not voting members of the Faculty. (Ranks of the Faculty are defined in Section VI.) With the consent of the Faculty, the President may designate faculty membership to any administrative officer of the College.

C. Officers of the Faculty

1. **The Chair of the Faculty** normally presides over Faculty Meetings and is a voting member, *ex officio*, of the Academic Council. The Chair is elected annually and may serve no more than three consecutive terms.
2. **The Secretary of the Faculty** oversees the recording and distribution of minutes of Faculty meetings. Such minutes, upon approval by the Faculty, are considered the official record of Faculty meetings. The Secretary also shall assist in election procedures as described in Section IV.A; form an Appeals Committee according to procedures described in Section X; and perform such other duties as are assigned by the Faculty. The Faculty Secretary is elected annually for a term of one year and is a voting member, *ex officio*, of the Academic Council.
3. **The Parliamentarian of the Faculty** advises the Faculty on parliamentary procedures and is elected for a term of three years.

D. Faculty Meetings

Meetings of the Faculty shall be called by the Academic Council. The meetings normally occur on the first Tuesday of each month during the academic year, as well as on the third Wednesday of May, and on such occasions as the Council deems necessary for the conduct of Faculty business. Additional meetings must be called by the Council at the request of the President or upon petition stating the purpose of the meeting and signed by at least twenty-five faculty members after consultation on the part of their representative or representatives with the Academic Council. Meetings called at the request of faculty members normally shall be held within two weeks of the consultation with the Academic Council.

The quorum of the Faculty shall be seventy voting Faculty members. Faculty meetings normally shall adjourn by 6:00 p.m. This rule may be suspended by majority vote of those faculty present.

The President has the prerogative to preside at the meetings of the Faculty. In the President's absence, or at her or his request, the Chair of the Faculty shall preside. Should the Chair be unable to preside, the Academic Council shall select one of its members to preside.

The call for any meeting of the Faculty shall include a statement of the agenda prepared by the Academic Council and distributed to the Faculty at least seven days before the meeting, along with all proposals, resolutions, and supporting materials. Normally, the motions placed on the agenda by the Academic Council shall come from standing committees of the Faculty, and the chair of the relevant standing committee or the committee's designated substitute shall introduce business included on the agenda. Ten members of the Faculty, after consultation with the Academic Council, also have the right to have motions included on the agenda of a Faculty meeting. Additionally, an item may be placed on the agenda at a meeting of the Faculty by consent of two-thirds of the members present and voting.

Final action on all business shall be taken by a majority vote of those members present and voting. Final action on any business not included on the agenda distributed to the Faculty at least seven days before the meeting may be taken at the meeting to which it is first submitted only by consent of two-thirds of the members present and voting. Otherwise, final action upon such business shall be postponed to the next meeting of the Faculty. Amendment to Sections III, IV, V, VI, VII, IX, and X of the *Faculty Handbook*, may be made only by a two-thirds vote of the Faculty, and with the concurrence of the President and the Board of Trustees. Except as specified in this *Handbook*, Faculty meetings shall be conducted according to the latest edition of *Robert's Rules of Order*.

E. Attendance and Voting at Faculty Meetings

All members of the Faculty except Lecturers have the right to vote, and each is expected to attend all meetings of the Faculty. At its discretion, the Faculty may, by majority vote, extend to any member of the College community an invitation to attend the meetings of the Faculty, with the right to vote, with or without term. Any member of the Hamilton College community is welcome as an observer at regular meetings of the Faculty, except as provided herein:

1. When the number of observers interferes with the orderly conduct of the business of the meeting that number shall be specifically limited by a judgment of the presiding officer or on advice of the Academic Council or the Faculty.
2. The presiding officer, with the concurrence of the body, may at any time call the body into executive session, in which case the house shall be cleared of all persons except the voting members of the Faculty. When the Faculty meets in executive session, all motions and discussions are to be considered confidential unless the Faculty instructs the Dean to make them public.
3. Any voting member of the Faculty may offer a motion to call the body into executive session, and, if the motion is seconded and supported by one third of the voting members of the Faculty present, the house shall then be cleared of all persons except voting members of the Faculty.
4. Observers shall not vote, and may address the Faculty only if recognized by the chair.

IV. FACULTY SERVICE ON COMMITTEES AND BOARDS

A. Standing Committees of the Faculty

To be eligible for election or appointment to a Standing Committee of the Faculty, members of the Faculty must have taught at Hamilton for not less than one full academic year at the time of nomination or appointment and must hold the rank of Professor, Associate Professor, or Assistant Professor, except for the Committee on Appointments and the Faculty Appeals Board, where eligibility is restricted to tenured members of the Faculty. The President is a member, *ex officio*, of all Standing Committees with the exception of the Committee on Appointments and the Faculty Appeals Board. All committee members, *ex officio* or not, are voting members unless specified as non-voting; representatives of *ex officio* members do not have a vote.

1. Nominations and Elections.

By March 15 of each year, the Faculty shall decide which committee vacancies for the following academic year shall be filled by appointment by the Academic Council, and which committee vacancies shall be filled by election by the Faculty, for the following Standing Committees of the Faculty: Committee on Academic Standing, Committee on the Library, Committee on Information Technology, Committee on Student Activities, and the Committee on Athletics.

With the exception of the Faculty Appeals Board, each committee through its chair shall by April 1 advise the Academic Council about needs regarding future committee membership for upcoming vacancies, including, if they so choose, suggestions of particular candidates for vacancies. The Council shall select two nominees for each vacancy for all elected committees as well as each vacancy for Faculty Officers and shall establish that nominees are eligible and willing to serve if elected. Normally, faculty shall not be nominated or appointed for more than one consecutive full term on any committee.

A final slate of all nominees for each Faculty Officer, committee, or board vacancy shall be distributed to the Faculty when it is called to its first regularly scheduled meeting in May. When elections become the order of business, the Council shall distribute to each voting member present an official single ballot that lists the names of all nominees for each Faculty Officer, committee, or board vacancy. The chair shall entertain nominations from the floor for each vacancy, seriatim, in the order in which vacancies are listed on the ballot, which order shall be the same as that of the *Faculty Handbook*. The names of nominees offered from the floor shall be written on the ballot in appropriate spaces.

When nominations for the last vacancy are closed, the chair shall ask members of the Faculty to vote by marking the preferred candidate for each vacancy. Completed ballots shall be delivered to the Secretary, who shall calculate the results, provide to the Faculty the names of those elected, and enter the names of those elected in the Faculty meeting minutes.

Ballots delivered to the Secretary after the adjournment of the Faculty meeting at which the election is held shall not be counted. Ballots on which a preferred candidate is not indicated for some vacancies shall be taken to mean that the voter, in such cases, chose to abstain.

Election shall be by majority vote. In instances where a majority is not obtained, the Faculty shall conduct run-off elections of the top two candidates at its last annual meeting until the chair declares that all vacancies are filled. Run-off elections shall be by written ballot, and

they shall be conducted in the order in which the committees are listed in the *Handbook*. The names of those elected to each earlier listed vacancy shall be known to the body before any run-off elections begin. In run-off elections, nominees must be from among those listed for the same vacancy on the earlier ballot.

After all vacancies for elected positions have been filled, the Academic Council shall appoint faculty to vacancies in those Standing Committees that have been designated by Faculty vote as appointed committees for the upcoming academic year. Prior to making any appointment, the Academic Council shall establish that nominees for appointment are eligible and willing to serve if appointed.

The Faculty Officers and new members of all committees or boards elected or appointed in May assume their responsibilities on July 1. Vacancies occurring during the year are filled by the same procedures as outlined in this section, but service or membership becomes effective at the time of election or appointment.

2. Faculty Appeals Board.

Election to the Board shall be by two-stage ballot. Not later than May 10, each voting member of the Faculty shall receive by email from the Secretary of the Faculty a nomination ballot containing a list of all those tenured faculty eligible for nomination. Tenured faculty who are known to be resigning or retiring at the end of the current year, who are known to be going on leave for any part of the following academic year, or who are known to be serving on the Committee on Appointments for any part of the following academic year shall be ineligible. Faculty members who are serving or have served on an Appeals Committee during the preceding twenty-three months shall be removed from the list of eligible faculty members in the first round of voting if the Faculty Secretary receives such a request from a qualifying faculty member by April 15. By May 17, each voting member shall vote for as many nominees as are acceptable to that faculty member and submit the ballot electronically. The Secretary shall determine the eighteen candidates most preferred and shall place their names on the ballot for the second stage. If more than one candidate is tied for the final place, all those tied for the final place shall be put on the ballot for the second stage. Not later than May 20, each voting member of the Faculty shall receive by mail from the Secretary of the Faculty the second-stage ballot for the election, and shall mark on this ballot a preferential choice for all nominees and submit the ballot to the Secretary by May 27. The Secretary shall determine the eleven candidates most preferred and these eleven shall constitute the Faculty Appeals Board. If more than one candidate is tied for the final place, all those tied for the final place shall be part of the Faculty Appeals Board. The Faculty Secretary shall notify the Faculty who is on the Appeals Board by July 1, on which date the newly elected Appeals Board begins its service. The Appeals Board term of service ends the following June 30 except in those instances where an appeal extends beyond that date, in which case the members of the assigned Appeals Committee continue their service until the appeal has been concluded. For a description of the functions and procedures for the Faculty Appeals Board, see Section X.

3. Committee on Academic Policy

- a. Membership. The Committee on Academic Policy shall consist of the Dean, *ex officio*, and six elected members of the Faculty, with two elected each year for a three-year term. The chair of the Committee on Academic Standing shall be invited to sit with the Committee as a non-voting member. Normally in January the Committee shall elect a chair for the following academic year. The Committee chair shall have the option of receiving a one-course teaching reduction.
- b. Meetings. Normally the Committee shall meet weekly when College is in session, but special meetings may be called by the chair or the Dean. Four voting members shall constitute a quorum.
- c. Functions. The Committee shall review educational policies and requirements for the baccalaureate degree and recommend to the Faculty changes to the curriculum; formulate procedures to carry out educational policies voted by the Faculty; oversee and notify the Faculty regarding the establishment, modification, or abolition of courses and concentration requirements; and advise the President and make recommendations to the Faculty regarding the establishment, modification, or abolition of programs and departments. The Committee shall also advise the Dean and the President on the allocation of faculty positions to departments and programs of instruction, report annually to the Faculty the significant developments with which it dealt during the preceding year, and assume such other responsibilities as may be voted by the Faculty.

4. Committee on Appointments

- a. Membership. The Committee on Appointments shall consist of six regular members. All members shall be elected for a term of three years from among those on the Faculty holding tenure. At any time, the Committee must include at least three members with a minimum of one year of prior experience on the Committee on Appointments. No two members of the Committee shall be from the same department. In any decision or negotiation in which prior involvement or conflict of interests arise, the member involved shall disqualify her or himself, and another member of the Committee shall take her or his place. The Committee shall elect a chair normally from among the members in their third year on the Committee. The Committee chair shall have the option of receiving a one-course teaching reduction annually. In the event that there are more than twelve members of the Faculty standing for tenure in any given year, the Committee may request the election of a seventh regular member for a one-year term from among those members of the Faculty who have served previously on the Committee. This election need not be held with the regular election of Committee members in May of each year.
- b. Meetings. The Committee shall meet at the call of its chair, the Dean, or the President.
- c. Functions. The Committee shall advise the President and the Dean on matters of reappointment, tenure, and promotion of members of the Faculty. The six members of the Committee shall be divided into three-person subcommittees to review candidates for reappointment, tenure, and promotion. Subcommittees shall be chosen according to the following principles: (i) insofar as possible, subcommittee assignments shall be divided equally among the members of the Committee; (ii) each subcommittee must

have at least one member who has had one year or more of prior service on the Committee; and (iii) subcommittees shall be assigned to cases on a random basis, with the caveat that no subcommittee shall be assigned a case that produces a conflict of interest. Subcommittee decisions shall be reported to the entire Committee, and the chair of the Committee shall forward the subcommittee recommendation to the President and the Dean.

The Committee shall also advise the Dean and the President on periodic leave proposals and on policies and procedures for faculty development; and consult with the President or Dean on any matters relating to appointments or faculty development that either wishes to bring to the Committee or which the Committee wishes to have considered.

5. Academic Council

- a. Membership. The Academic Council shall consist of the Dean, *ex officio*, as chair, the Chair and the Secretary of the Faculty, both *ex officio*, and three elected members of the Faculty, with one elected each year for a three-year term.
- b. Meetings. Normally the Council shall meet weekly when College is in session, but special meetings may be called by the Dean. Four members shall constitute a quorum.
- c. Functions. The Council shall serve as an executive committee for the Faculty and shall carry out such assignments as are delegated to it by the Faculty and the President. The Council shall act as an agenda committee for the Faculty and shall bring promptly to the Faculty all business issuing from its standing committees; call meetings of the Faculty; record and distribute minutes of all Faculty meetings; prepare slates of nominees for Faculty Officer-, committee-, or board vacancies; advise the Dean on policy, procedures, and requests for faculty travel and research support; set the College calendar annually, at least one year in advance, in accordance with faculty calendar guidelines; and advise the Dean at the Dean's request or upon its own initiative.

Faculty are encouraged to share concerns about issues of educational opportunity and equity with the Chair of the Faculty or any other member of the Council, which shall discuss such issues that come to its attention and shall refer to appropriate standing committees issues that may be addressed either by changes in Faculty policies and procedures or by the development of motions to be brought to the Faculty. All members of the Council are expected to report any concerns for Council discussion. At least once each year the Dean shall report on behalf of the Council to the Faculty regarding the Council's discussions and recommendations regarding these issues.

6. Faculty Committee on Admission and Financial Aid

- a. Membership. The Faculty Committee on Admission and Financial Aid shall consist of the Dean of Admission and Financial Aid, the Dean, both *ex officio*, and six elected members of the Faculty, with one or more elected each year for four-year terms. The chair shall be elected annually by the Committee from among the Faculty.
- b. Meetings. The Committee shall meet monthly when College is in session, but special meetings may be called by the chair or at the request of any two members of the Committee. Five members shall constitute a quorum.

- c. Functions. The Committee shall oversee all matters of policy on admission and financial aid and recommend changes on policy to the Faculty for its approval and transmission to the President; advise the Dean of Admission at her or his request or upon its own initiative; participate to the level needed to perform its other functions as members of the Admission Board in the process of admission and awarding financial aid through reading and evaluation of admission folders and through participating in such other procedures as it deems suitable; participate in the selection of Bristol and Schambach Scholars and advise on and approve their application for stipends; promote and coordinate faculty involvement in admissions and recruiting; review from time to time the work of the offices of Admission and Financial Aid to determine the degree to which they have adhered to policy and met stated objectives; help inform the admission staff about academic and cultural activities available at the College and about significant academic, intellectual, and artistic achievements by faculty and undergraduates; participate in the preparation and revision of information concerning the Faculty, departments, and programs of the College for prospective candidates for admission; advise the President in any review he or she may undertake of the Office of Admission and Financial Aid or its personnel; recommend to the President procedures for filling the position of the Dean of Admission when a vacancy arises; and report annually to the Faculty.

7. Faculty Committee on Budget and Finance

- a. Membership. The Committee on Budget and Finance shall consist of four tenured members of the faculty, with one elected each year for a four-year term; the Dean, *ex officio*; and the Vice President, Administration and Finance, *ex officio*. At any time, at least two of the faculty members shall have had a minimum of one year of prior experience on the Faculty Committee on Budget and Finance. A member of the faculty shall serve as chair.
- b. Meetings. Normally the committee shall meet monthly, but special meetings may be called by the chair, or at the request of any member.
- c. Functions. The Committee shall be provided with the necessary information to advise the President and Vice Presidents and report to the Faculty on the development of the annual budget, institutional priorities, and capital expenditures, including matters relating to the physical plant; monitor faculty compensation and benefits; advise on criteria and procedures for allocation of resources; examine financial and budget projections; participate in determining the existence or imminence of financial exigency; and consult with the President or officers on any matters they, or other committee members, wish to bring to the committee. The committee shall report at least once each semester to the Faculty.

8. Committee on Academic Standing

- a. Membership. The Committee on Academic Standing shall consist of the Associate Dean of Students (Academic) as chair, the Dean of Students, both *ex officio*, and four members of the Faculty, who shall be elected or appointed as determined by Faculty annually, with one appointed or elected each year for a four-year term.

- b. Meetings. Normally the Committee shall meet twice a month when College is in session, but special meetings may be called by the chair.
- c. Functions. The Committee shall receive and take final action on petitions for summer credit, advanced placement credit, transfer credit, study at other institutions, independent study, and interdisciplinary and double concentrations; judge and take action on students' liability for academic probation or dismissal; certify to the Board of Trustees, on behalf of the Faculty, those students who have satisfied the requirements for the baccalaureate degree, and act on requests to receive the degree in absentia; review and approve the selection of students intending to participate in off-campus programs, including foreign study programs; review and approve instances of academic acceleration; maintain and publish records of all actions taken; and administer such other academic regulations as may be voted by the Faculty.

9. Committee on the Library

- a. Membership. The Committee on the Library shall consist of the Librarian, the Dean, and the Vice President, Administration and Finance, and the Vice President for Information Technology, all *ex officio*; four members of the Faculty, who shall be elected or appointed as determined by Faculty annually, with one appointed or elected each year for a three-year term; and two students appointed by the Student Assembly one of whom shall be appointed annually for a two-year term. The Librarian may appoint an additional member from among the professional librarians. The chair is elected annually from among the faculty members.
- b. Meetings. Normally the Committee shall meet once a month while College is in session, but special meetings may be called by the chair or at the request of the Librarian.
- c. Functions. The Committee shall advise the Librarian on matters which he or she wishes to bring to the Committee; consult with the Librarian on any matter which the Committee wishes to have considered; report to the Faculty on policies and procedures relating to the Library; recommend to the Faculty for transmission to the Dean any changes in policy.

10. Committee on Information Technology

- a. Membership. The Committee on Information Technology shall consist of the Vice President for Information Technology, the Dean, the Vice President, Administration and Finance, the Registrar, and the Librarian, all *ex officio*; four members of the Faculty (representing the Sciences, Humanities, Social Sciences, and Arts) who shall be elected or appointed as determined by Faculty annually, with at least one appointed or elected each year for a three-year term; and two students from different classes appointed as a junior for a term of two years. A faculty member shall serve as chair.
- b. Meetings. Normally, the Committee shall meet once a month while the College is in session, but special meetings may be called by the chair, or at the request of two faculty members.
- c. Functions. The Committee works to insure that academic computing and networking are used appropriately and effectively in behalf of teaching and scholarship at the College. It serves as the principal means of communication among faculty, students, administrators, and staff on all matters relating to the use of information technology in the academic

program. It reviews College policies and procedures relating to computing, networking, and the allocation of information technology resources, and, when it deems appropriate, suggests revisions. It advises the Committee on Academic Policy, the Dean, the Vice President for Administration and Finance, and the Vice President for Information Technology, and serves as liaison with the College community.

11. Committee on Student Activities

- a. Membership. The Committee on Student Activities shall consist of the Dean of Students, *ex officio*, as chair, four elected members of the Faculty, who shall be elected or appointed as determined by Faculty annually, with one appointed or elected each year for a four-year term, the Vice President of the Student Assembly, and one student appointed by the Student Assembly.
- b. Meetings. Normally the Committee shall meet once a month while College is in session, but additional meetings may be called by the chair.
- c. Functions. The Committee shall advise the Dean of Students on matters he or she wishes to bring (or other committee members wish to bring) to the committee and shall recommend to the Faculty for its approval and transmission to the President policy on matters relating to student life and services.

12. Committee on Athletics

- a. Membership. The Committee on Athletics shall consist of three members of the Faculty, who shall be elected or appointed as determined by Faculty annually, with one appointed or elected each year for a three-year term; the Faculty representative to the NCAA as appointed by the President, *ex officio*; three students, two appointed from the Student Athlete Advisory Committee and one appointed by the Student Assembly; the Associate Dean of Students (academic), *ex officio*; the Director of Athletics, *ex officio*; and the Senior Woman Administrator in Athletics (as defined by the NCAA), *ex officio*. One of the faculty members shall serve as chair.
- b. Meetings. Normally, the committee shall meet once a month, but special meetings may be called by the chair or at the request of one of the *ex officio* members.
- c. Functions. The Committee shall review policies related to athletics, including but not limited to scheduling and class attendance, gender and sport equity, use of facilities, and recruiting and admissions. The Committee shall advise the Director of Athletics and the Administration, report to the Faculty at least once a semester, and bring legislation to the Faculty as appropriate.

B. Committees and Boards with Faculty Members

In addition to the Standing Committees of the Faculty, faculty members serve on the following deliberative bodies. To be eligible for election or appointment to a Committee or Board with Faculty Members, members of the Faculty must have taught at Hamilton for not less than one full academic year at the time of nomination or appointment and must hold the rank of Professor, Associate Professor, or Assistant Professor. The President is a member, *ex officio*, of all Elective Committees or Boards. All committee members, *ex officio* or not, are voting members unless specified as non-voting; representatives of *ex officio* members do not have a vote. Nomination and election procedures for Elective Committees and Boards follow those set out for Standing

Committees in Section IV.A.1 above. Normally, the Dean makes appointments to Appointed Committees and Boards after elections for Standing Committees and Elective Committees and Boards have been concluded.

Elective Committees and Boards

1. Alumni Council

- a. Membership. The membership of the Council shall consist of class representatives, representatives of local alumni associations, members-at-large, three faculty representatives elected by the Faculty for three-year overlapping terms, and designated *ex officio* members.
- b. Meetings. The Council shall hold at least two meetings annually at such times and places as the Council's By-Laws may provide.
- c. Function. The Alumni Council is the elected executive body of the Alumni Association and as such serves to accomplish the objectives of the Alumni Association.

2. Planning Committee

- a. Membership. The Planning Committee shall consist of the President as chair; the Dean; the Dean of Students; the Vice President, Administration and Finance; a representative of the office of Communications and Development; three members of the Faculty with one elected each year for a three-year term; and two students selected by the Student Assembly, each of whom shall have been appointed as a junior for a two-year term.
- b. Meetings. The Committee shall meet at the call of the chair, a chair pro tem designated by the chair, or at the request of any two members of the Committee.
- c. Function. The Committee shall advise the President on advanced planning for the College.

3. The Honor Court

- a. Membership. The Honor Court shall be comprised of ten voting members: seven students and three members of the Faculty, and a non-voting student chair. Faculty members shall be elected by the Faculty, one each year for a three-year term, from a slate nominated by the Nominations Committee of the Student Assembly Central Council. The written consent of the nominees must be presented to the Academic Council with the slate at least two weeks in advance of the election. At least two candidates shall be nominated for each vacancy. If the Student Assembly is unable to present a slate, the Academic Council shall nominate candidates. In accordance with faculty rules, candidates may be nominated from the floor.
- b. For meetings and functions, see *The Hamilton College Student Handbook*.

4. The Judicial Board

- a. Membership. The Judicial Board shall be comprised of ten voting members: seven students and three members of the Faculty, and a non-voting student chair. Faculty members shall be elected by the Faculty, one each year for a three-year term, from a slate nominated by the Nominations Committee of the Student Assembly Central Council. The written consent of the candidates must be presented for each vacancy. In

the event that the Student Assembly is unable to present a slate, the Academic Council shall nominate candidates. In accordance with Faculty rules, candidates may be nominated from the floor.

b. For meetings and functions, see *The Hamilton College Student Handbook*.

5. The Appeals Board

a. Membership. The Appeals Board shall be composed of five members: three members of the Faculty and two students. Faculty members shall be elected by the Faculty, one each year for a three-year term.

b. For meetings and functions, see *The Hamilton College Student Handbook*.

6. Faculty members also serve on standing committees of the Board of Trustees. (See Section II. A.)

C. Appointed Committees and Boards

1. Committees for Academic Programs. The Dean appoints members of the Faculty to committees for the academic programs established by the Faculty that are not under the jurisdiction of a specific department. Appointments are normally for three years. Whenever possible, the Dean shall ensure that the terms of Program Committee voting members provide continuity in all decisions relating to reappointment, promotion, and tenure of faculty members serving in those programs. Each committee is chaired by a Program Director appointed by the Dean. Program committees are responsible for planning or proposing to the Committee on Academic Policy curriculum and academic requirements, administering the program, advising and evaluating students, and advising the Dean on personnel matters related to the program. Committees exist for the following programs:

American Studies

Asian Studies

Biochemistry/Molecular Biology

Chemical Physics

Digital Arts

Education Studies

Environmental Studies

Geoarchaeology

German Studies

Latin-American Studies

Medieval/Renaissance Studies

Neuroscience

Public Policy

Russian Studies

2. Committee on Student Awards and Prizes

- a. Membership. The Committee shall consist of three members of the Faculty appointed by the Dean for three-year overlapping terms, with the chair to be selected by the Dean from among the members.
- b. Meetings. The Committee shall meet at the call of the chair.
- c. Functions. The Committee shall select recipients of College awards and prizes.

3. Committee on Student Fellowships

- a. Membership. The Committee shall consist of the Dean of Students, *ex officio*, the Student Fellowship Coordinator, *ex officio*, and at least six members of the Faculty appointed by the Dean for four-year overlapping terms, with the chair selected by the Dean from among the faculty members.
- b. Meetings. The Committee shall meet at the call of the Student Fellowship Coordinator or the chair.
- c. Functions. The Committee shall coordinate the publicity, nomination, and selection processes for fellowships for which Hamilton students are eligible.

4. Health Professions Advisory Committee

- a. Membership. The Committee shall consist of no fewer than six and no more than twelve members of the Faculty and Administration, of whom a majority shall be members of the Faculty. Members are appointed by the Dean for three-year overlapping terms, with the chair, normally the Coordinator of Health Professions Advising, appointed by the Dean.
- b. Meetings. The Committee shall meet at the call of the chair.
- c. Functions. The Committee shall conduct programs for students contemplating careers in the health professions, advise students considering application to graduate programs in the health professions, and recommend students to these programs.

5. Pre-Law Committee

- a. Membership. The Committee shall consist of six members of the Faculty and Administration appointed by the Dean for three-year overlapping terms with the chair to be selected by the Dean. At least four members of the Committee shall be members of the Faculty.
- b. Meetings. The Committee shall meet at the call of the chair.
- c. Functions. The Committee shall conduct programs for students contemplating a career in the legal profession and advise students considering application to law school.

6. Harassment and Sexual Misconduct Board

- a. Membership. The Harassment and Sexual Misconduct Board shall be composed of at least eight and no more than ten members appointed by the President for two-year overlapping terms in the case of student members and three-year overlapping terms for non-student members. Each year the current Board shall solicit applications and nominations and shall recommend members to serve in the following year. All members

of the community may nominate individuals for Board membership provided the nominees are willing to serve if appointed. Every effort shall be made to maintain a gender balance on the Board, which shall include students and members of the faculty, administration, staff, and maintenance and operations. At least one member of the Board shall be a tenured member of the Faculty and at least one shall be a student. The President shall appoint new members to the Board and designate the chair before the final week of classes of the spring term. Normally, the chair shall be a tenured member of the faculty. The Chair shall arrange for the Board members to receive training prior to assuming their responsibilities. The term of appointment for new members shall begin with the first meeting of the Board in the fall semester.

- b. Meetings. The Board shall meet at the call of the chair.
- c. Functions. Members of the Board shall provide information and counsel concerning sexual harassment; refer to a trained campus mediator members of the College community seeking mediation in a harassment situation; and respond to formal complaints. At the beginning of each term, the Board shall submit a report summarizing its activities of the previous semester to the President, who shall make the report public. The report shall not mention the name of any individual or identifying details of any case. For a description of Board policies and procedures, see the *Hamilton College Student Handbook*, and the separate brochure available in the Office of the Dean of Students, the Counseling Center, or from a member of the Harassment Grievance Board.

7. Human Subjects Institutional Review Board

- a. Membership. The Board shall consist of at least five members of varying backgrounds appointed by the Dean for three-year overlapping terms with the chair to be selected by the Dean. The Departments of Anthropology, Psychology, and Sociology shall be represented. The Board shall also include at least one member of the Faculty in a non-scientific discipline and one member not associated with the College.
- b. Meetings. The Board shall meet at the call of the chair.
- c. Functions. The Board exists to make certain that all educational and research activities carried on at the College involving human subjects are in accord with the relevant state and federal regulations. In addition, the Board shall make certain that research involving human subjects adheres to codes of professional ethics governing the rights and welfare of such subjects, as established by professional organizations. All research involving human subjects must be submitted to the Board for its approval.

8. Institutional Animal Care and Use Committee

- a. Membership. The Committee shall consist of at least five members appointed by the Dean with three-year overlapping terms with the chair selected by the Dean. The Committee shall include members of the Faculty from the Biology and Psychology Departments with research experience involving animals, a New York State licensed and accredited veterinarian, the College's animal care custodian, and one person not associated with the College.
- b. Meetings. The Committee shall meet at the call of the chair.

- c. Functions. The Committee is responsible for ensuring that the conditions under which animals are maintained and the objectives and procedures for all educational and research uses of animals at the College are in accord with the highest legal standards established by federal and state law, as well as with ethical guidelines established by the American Psychological Association, the American Physiological Society, and the Society for Neuroscience. Any employee or student using laboratory animals in teaching or research must submit proposals for approval to the Committee before the use takes place.

9. Scientific Misconduct Review Board

- a. Membership. The Board shall consist of at least five members of varying backgrounds appointed by the Dean for three-year overlapping terms, including at least one member from among the science faculty, and with the Associate Dean of Faculty serving as chair, *ex officio*. The Board shall also include one person not associated with the College.
- b. Meetings. The Board shall meet at the call of the chair.
- c. Functions. The Board is responsible for dealing with allegations of possible misconduct in scientific research at the College. In compliance with federal regulations and following procedures endorsed by the Public Health Service and the National Science Foundation, the Board shall investigate any such allegation and make a report to the Dean and to the Office of Scientific Integrity, Public Health Service, and Department of Health and Human Services.

10. Radiation Safety Committee

- a. Membership. The Committee shall consist of at least five members appointed by the Dean with the Chair selected by the Dean. The Committee shall include Faculty from the Departments of Biology, Physics, Chemistry, and Geology, as well as the Director of Campus Safety, Director of Environmental Protection, Safety, and Sustainability, and the Biology Department Laboratory Coordinator.
- b. Meetings. The Committee shall meet quarterly.
- c. Functions. The Committee shall monitor established procedures with regard to radioisotopes and radiation-generating equipment, develop new or revised procedures in order to ensure compliance with state regulations, evaluate the suitability of facilities, and evaluate the credentials of persons proposed to be added to the College's license. The Radiation Safety Committee communicates with and has common concerns with the Hazardous Waste Committee. The Committee reports directly to the Officers of the College.

D. *Ad hoc* Committees of the Faculty

At times, the Dean may form *ad hoc* committees to address particular concerns. Normally, the Dean shall appoint all members to these committees, including faculty. To be eligible for appointment to an *ad hoc* committee, members of the Faculty must have taught at Hamilton for not less than one full academic year at the time of appointment and must hold the rank of Professor, Associate Professor, or Assistant Professor.

V. DEPARTMENTS AND PROGRAMS OF THE FACULTY

The departments of instruction are Africana Studies, Anthropology, Art, Art History, Biology, Chemistry, Classics, Communication, Comparative Literature, Computer Science, Dance, East Asian Languages and Literature, Economics, English, French, Geosciences, German and Russian Studies, Government, Hispanic Studies, History, Mathematics, Music, Philosophy, Physical Education, Physics, Psychology, Religious Studies, Sociology, Theatre, and Women's Studies. Each department has an appointed chair, with the exception of Physical Education which is headed by an Athletic Director. For the purposes of this handbook, the term *chair*, when used to indicate the head of a department, shall include Athletic Director.

Academic programs include American Studies, Asian Studies, Biochemistry/Molecular Biology, Chemical Physics, Digital Arts, Education Studies, Environmental Studies, Geoarchaeology, German Studies, Latin-American Studies, Medieval/Renaissance Studies, Neuroscience, Public Policy, and Russian Studies. Each of these programs has an appointed program director.

Program Committees composed of faculty members appointed by the Dean carry out the instructional responsibilities of the College's programs. These responsibilities include advising the Committee on Academic Policy and the Dean on all curricular developments affecting the program; supervising the advising of students concentrating or minoring in the program; and making recommendations to the Dean on personnel matters relating to the program.

A. Meetings

1. In departments or programs with two or more members the chair or director shall call at least one meeting of the department or program in each term of the academic year. Additional meetings may be called by the chair or director and shall be called by her or him on the request of at least one-third of the voting members of the department or program committee.
2. Except for certain votes on appointments and reappointments as noted below, the voting members of the department or program committee shall be those faculty members in residence who hold appointments as Professor, Associate Professor, Assistant Professor, or Instructor.
3. Voting privileges of other members shall be determined by each department or program committee.
4. Appeal of a decision of a department or program committee may be carried by any member to the Dean and to the final authority of the President.

B. Chair and Program Director

1. **Department Chair and Program Director.** The chair of a department or the director of a program shall be appointed by the Dean from among the members of the department or program, normally for a term of four years. He or she may be reappointed. The Dean shall solicit advice from all members before appointing or reappointing a chair or director. At the time of appointment, the Dean and the appointee shall agree on a suitable means of compensation. Directors do not normally receive compensation.

2. Duties of Department Chairs and Program Directors. In consultation with department or program colleagues, chairs and directors shall ensure that the educational, recruitment, and administrative functions of the department or program are effectively fulfilled. The Dean shall facilitate the coordination of the chairs and directors to ensure that course offerings meet the requirements of both departments and programs. It shall be their duty to call meetings, as noted, and to preside over such meetings. Unless other provisions are made by vote, chairs and directors shall be the intermediaries between departments or programs, on the one hand, and, on the other, officers of the administration, other departments or programs, and standing committees. It is expressly stipulated, however, that any member of a department or program may communicate directly with College officers, standing committees, and members of other departments and programs. The Dean shall consult chairs before making salary decisions. When there is a faculty member in a tenurable, continuing, or renewable position in a program, the Dean shall consult the director of that program before making salary decisions about that member.

C. Functions

Subject to the authority reserved to the President and the Faculty, it shall be the function of a department or program to:

1. Formulate the educational policy of the department or program in accordance with the overall academic policy established by the Faculty.
2. Provide the proper courses, examinations, and requirements for the carrying out of such policy.
3. Award department or program honors and prizes.
4. Divide the work of instruction equitably among members of the department or program.
5. Formulate and carry out, in consultation with the Dean, and in accordance with the policies of the College, procedures to secure for the department or program the best qualified faculty.
6. Encourage and assist the pedagogical and scholarly development of department or program members and to coordinate the evaluation of that development through periodic reviews.
7. Prepare the department or program budget, with the exception of salaries, and to determine the allotment of all funds.
8. Provide for maintenance and administration of physical facilities, including purchase of supplies, and to handle other administrative matters as requested by the College officers.
9. Recommend to the Library the purchase of all resources charged to department or program appropriation.

D. Appointments

1. Departments, excluding Physical Education (see Section VII). Responsibility for recommending department appointments, reappointments, tenure, and promotions lies with the regular department faculty in tenurable positions already holding appointments not less than half-time according to the following procedure:

- a. Professors, Associate Professors and Assistant Professors shall vote on all initial appointments without tenure. Actions taken shall be forwarded by the chair as recommendations to the Dean.
 - b. Professors with tenure shall vote on reappointments and promotions to the rank of Professor. Professors with tenure and Associate Professors with tenure shall vote on reappointments and promotion to the rank of Associate Professor and appointments to tenure. Actions taken shall be forwarded by the chair as recommendations to the Dean.
 - c. Professors and Associate Professors, with and without tenure, shall vote on reappointments to the rank of Assistant Professor. Actions taken shall be forwarded by the chair as recommendations to the Dean.
 - d. Professors and Associate Professors, with and without tenure, and Assistant Professors shall vote on reappointments to the rank of Instructor and Lecturer. Actions taken shall be forwarded by the chair as recommendations to the Dean.
 - e. The chair shall consult with members of the department who are excluded from voting by the procedures mentioned herein, and give them the opportunity to comment in oral or written form either through the chair or directly to the Dean.
 - f. Recommendations for appointments to positions not otherwise mentioned shall be made in accordance with these general principles.
 - g. When department size or staffing patterns preclude reasonable application of these procedures, such modifications of these procedures as seem to meet their special requirements may be arranged with the Dean, provided that the general principles are followed.
- 2. Programs.** Where appropriate, responsibility for advising the Dean on personnel matters related to the program lies with the members of the program committee according to the procedures outlined above. Whenever possible, the Dean shall ensure that appointments of program committee voting members provide continuity in all decisions relating to reappointment, tenure, and promotion of faculty members serving in programs.

VI. APPOINTMENT, REAPPOINTMENT, TENURE, AND PROMOTION¹

In order to pursue the College's mission of service to liberal learning, the Faculty must be comprised of scholars for whom undergraduate teaching is a major professional commitment. Effective teaching takes many forms, but it centers upon the presence in the teacher of a lively intellect, a mastery of her or his discipline, and the ability both to communicate knowledge to others and to help develop in them the desire to learn and the skills of learning. Hamilton College believes that effective teaching and sound scholarship are mutually reinforcing. Accordingly, its Faculty should be active and developing scholars. Research is both encouraged and expected. In addition, members of the Faculty are expected to participate in the intellectual and academic life of the College outside of class by advising students, by participating in departmental or program activities, by attending meetings of the Faculty, and by serving on faculty and College committees.

A. Types of Positions

Appointments to the positions described here may be either full-time (those appointed to teach a five-course load in an academic year) or part-time (defined as at least half-time but less than full-time). The College normally allocates full-time rather than part-time positions to departments and programs. Professional qualifications shall be the same for full-time and part-time positions. A full-time position may be shared by two appointees, each of whom shall normally teach a five-course load over a two-year period and who shall be considered as separate part-time appointees for the purposes of reappointment, promotion, and tenure.

1. **Tenable positions.** A tenurable position is one for which it is expected that the College will have a continuing need. The large majority of positions at Hamilton are tenurable, and individuals appointed to the Faculty are normally appointed to tenurable positions. These appointments are made with the expectation that the position will not be discontinued while occupied.

Unforeseen financial, enrollment, or curricular changes may on occasion cause a tenurable position to be discontinued. When the President believes that there are grounds to discontinue an occupied tenurable position, he or she shall seek a recommendation from the *ad hoc* Committee described below (Section B), as well as from the Dean and the relevant department or program. A tenurable position shall not be discontinued on or after July 1 of the academic year before that in which the tenure decision is scheduled, except under the extraordinary conditions that would justify terminating tenured faculty.

2. **Renewable positions.** A renewable position is a non-tenurable position to which reappointment for successive one- or two-year terms is possible. The maximum number of years of employment possible in a renewable position shall be specified in the initial letter of appointment. No renewable position may be held for more than six years.
3. **Term positions.** A term position is created to meet a particular short-term need of the College. Appointment to it is made for a specified period of time. The large majority of term positions are visiting positions created for a term of one year to enable the College

¹ Appointment, Reappointment, and Promotion in the Department of Physical Education are covered in Section VII.

to appoint replacements for continuing members of the Faculty on leave. Post-doctoral fellows who teach one or two courses have the rank of Lecturer; those who teach at least a three-course load have the rank of Visiting Assistant Professor. Post-doctoral fellows who are not teaching any courses have the rank of Research Associate.

4. **Adjunct positions.** An adjunct position is created to meet a specific need that cannot be met by faculty members serving in full- and part-time positions. Adjunct appointments normally are less than half-time and are not tenurable. Faculty in adjunct positions hold the title of Lecturer.

B. Procedures for Defining Positions as Non-Tenable and for Discontinuing Positions

When the Dean, the Committee on Academic Policy, and the relevant department or program all recommend defining or redefining a position as other than tenurable, or discontinuing a renewable position before the specified maximum period of occupancy, such action may be taken without further consultation. When the Dean, the department or program, and the Committee on Academic Policy are not all in agreement, or when any of them recommends discontinuing an occupied tenurable position, the chair of the Committee on Academic Policy shall convene and chair an *ad hoc* committee that also includes two members of the Committee on Appointments chosen by the chair of the Committee on Appointments. The *ad hoc* committee shall consult with the department or program holding or sharing the position. The *ad hoc* committee shall weigh such matters as the nature of the position, the composition of the department or program, the availability of suitable candidates, financial concerns relating to the position, the relevance of the position to the general College curriculum, and the probable effects on other departments or programs. In all cases, the *ad hoc* committee shall provide a written recommendation to the Dean, who shall make the final decision. Copies of the recommendation shall be distributed to the department or program and the Committee on Academic Policy.

C. Ranks of the Faculty

1. **Research Associate.** Appointments to the Faculty in this rank are provided to post-doctoral fellows who are supported by external grants to conduct research under the supervision of a continuing faculty member. Research Associates do not teach courses.
2. **Lecturer.** The rank of Lecturer is offered to persons for the specific purpose of teaching one or two courses. Such appointments shall be made for one or more terms on an annual basis. Lecturers who are reappointed on a regular basis shall be evaluated for the purposes of reappointment according to standards of teaching and scholarship similar to those for other faculty appointments and according to a schedule agreed upon between the Dean and the department or program, with the understanding that all continuing lecturers shall be evaluated at least every three years.
3. **Instructor.** Appointments to the Faculty in this rank are normally made for persons who have not completed the requirements for the doctoral or other appropriate terminal degree. Appointments in this rank normally are made for one year and normally may not be renewed more than twice. Faculty holding tenure-track appointments should expect to complete all requirements for the appropriate degree no later than the beginning of their third year at the College.

4. **Assistant Professor.** This is the usual rank for initial appointments to the Faculty, and it is offered to qualified individuals who have completed the doctoral or other appropriate terminal degree. Appointments are normally for a three-year term.

Appointments as Assistant Professor may be made contingent on completion of the doctoral or other appropriate terminal degree. In the case of appointees who have not yet completed the requirements for the terminal degree, the appointment shall be as Instructor for a term of one year. If the requirements for the degree are completed before September 1 of the year of appointment, the appointment shall be converted to Assistant Professor. Promotion to Assistant Professor after September 1 of the year of appointment requires the recommendation of the department or program and shall normally be an option only if the degree is completed by December 31.

Those who are appointed in the rank of Assistant Professor to tenurable positions and who have no previous post-doctoral teaching experience normally stand for promotion to Associate Professor with tenure during their sixth year of full-time service and in the sixth, seventh, eighth, or ninth years of part-time service as Assistant Professor at Hamilton. Full-time appointees with one-to-three years of post-doctoral teaching experience at another institution normally stand for promotion and tenure during either their sixth or seventh year of full-time post-doctoral teaching but not normally before their fourth year at Hamilton. Full-time appointees with four or more years of post-doctoral teaching experience elsewhere normally stand for promotion and tenure in their fourth year at Hamilton, unless, after consultation with the Committee on Appointments, a different year is agreed to at the time of the initial appointment.

Part-time appointees with one-to-three years of post-doctoral teaching experience at another institution normally stand for promotion and tenure in the fifth, sixth, seventh, eighth, or ninth years of part-time service at Hamilton. Part-time appointees with four or more years of post-doctoral teaching experience elsewhere normally stand for promotion and tenure in their fourth, fifth, sixth, or seventh years of service at Hamilton. For all appointees, the maximum probationary period before promotion and tenure review shall be established at the time of hiring or during the first year of service at Hamilton. In all cases, determination of, or changes to, the tenure review year shall come after consultation among the faculty member, the department or program chair, and the Dean.

Reappointment in rank beyond the sixth year for full-time appointments, or beyond the ninth year for part-time appointments, normally shall be terminal appointments for one year only.

5. **Associate Professor.** Initial appointments to the Faculty in this rank normally are made for a term of two years with the expectation that a decision regarding tenure shall be reached during the third year of full-time service, or fourth or fifth year of part-time service at the College unless, after consultation with the Committee on Appointments, a different year is agreed upon at the time of the initial appointment. Promotion into this rank normally is with tenure. However, particularly if the individual has served on the Faculty for a relatively brief period, the granting of tenure may be a separate action.

- 6. Professor.** Those appointed to the Faculty with this rank or promoted into this rank are expected to provide distinction to the Faculty as teachers, to have demonstrated sound, continuing growth as scholars, and to serve as leaders of the academic community. Promotion to Professor marks eminence as a teacher and a scholar. Initial appointments to this rank may be with or without tenure. In those cases where tenure is not initially offered, the appointment normally shall be for a term of two years with the expectation that a decision regarding tenure will be reached during the second year of full-time service, or fourth or fifth year of part-time service to the College unless, after consultation with the Committee on Appointments, a different year is agreed upon at the time of the initial appointment.

Consideration for promotion to Professor normally does not take place before the seventh year in rank. Consideration for promotion to Professor reflects not only the number of years in rank but also the candidate's attainment of a level of distinction that merits such consideration. Promotion shall be considered before the seventh year only under exceptional circumstances.

D. Conditions of Appointments

Normally, appointments, reappointments, and promotions become effective July 1. Term appointments normally end June 30. Except when an appointment states explicitly that renewal will not be considered, notice of non-reappointment shall be given in writing by January 31 for members of the Faculty in their first year of service at Hamilton, by December 15 for members of the Faculty in their second year of service at Hamilton, and at least twelve months before the expiration of an appointment for members of the Faculty who have served at Hamilton for more than two years. When notice of non-reappointment comes later than these standards, a terminal year appointment shall be offered.

E. Reappointment, Tenure, and Promotion Criteria

The Faculty and officers of the College have the responsibility to recruit and retain the finest faculty possible within the means and resources of the institution, and they should be accorded the widest latitude consistent with academic freedom and fairness in the discharge of this responsibility. Reappointment, promotion, and tenure represent different kinds of commitment on the part of the College. These decisions, especially those involving promotion and tenure, are made on a highly selective basis. They are based on accomplishments and promise in teaching, in scholarship, and in professional service, and, within the limits stated above in section A.1, the College's continuing need for the position. Of the three criteria, the first two are the more important, but all weigh in the decision and the quality of teaching is the most heavily weighted criterion. It is understood that the standards of merit and the relative emphases in the application of these criteria may vary among evaluators and from case to case. In the case of tenure decisions, such variations may not result from consideration of the current or prospective tenure ratio in a department or program or from consideration of the future need for the position.

- 1. Teaching.** Teaching is a complex task. Its evaluation requires consideration of several characteristics that should be reflected in an instructor's performance: commitment to teaching; knowledge and mastery of the discipline; and the ability to communicate with, stimulate, and evaluate students. Hamilton considers teaching to be a professional

commitment on the part of the instructor and expects to find in its faculty members evidence of a sustained interest in teaching as a vocation and a willingness to carry out such instructional duties as the department or program requires. The instructor should possess knowledge and mastery of the discipline. The instructor's teaching should reflect both depth and breadth: an understanding of the best and most rigorous work in a subfield of the discipline as well as the broader outlines of the discipline and its connections with other disciplines. An instructor should also be effective in working with students. Effective instructors will transmit to students their enthusiasm for the discipline, convey central insights into the subject, encourage students to work diligently and independently, set high standards, and evaluate the work of students in a fair and constructive manner.

2. **Scholarship.** Hamilton expects its faculty to be productive scholars of high quality. Scholarship is important in its own right for the advancement of knowledge and as a creative act, and as a means by which teaching is continually refreshed and revitalized. Scholarship supports teaching. The synthesis, integration, and representation of knowledge complements the advancement of original scholarship. Original research and its equivalent expression in the performing and creative arts are the principal forms of scholarship, but scholarship may also include the interpretation of a scholarly field to a general audience. Scholars should make the results of their work available to professional colleagues for their evaluation and judgment. Publications and other formal presentations serve to ensure that faculty members have a continuing involvement with their professional peers, and that their work has been subjected to the criticism and insights of those best able to evaluate it.
3. **Service to the College.** A faculty member contributes to the life of the College outside of the classroom in a number of ways: as advisor, colleague, administrator, and participant in campus decision-making and governance. Such contributions are vital to Hamilton as a residential college. The quality of a candidate's service to the College community therefore is a third important criterion for reappointment, promotion, and tenure.

Advising students concerning academic matters is an important responsibility of each faculty member. Colleagues should contribute when possible to each other's scholarly and intellectual growth and assume an active and responsible role in the development and administration of the educational program and the academic affairs of the department or program and the College. Participation in Faculty meetings and service on committees is a normal part of each faculty member's duties at the College. Such service is also valuable when extended beyond the campus in regional and national activities that draw on or improve the instructor's professional competence and that benefit the College.

F. Principles of Evaluation for Teaching, Scholarship, and Service

1. **Evaluation of Teaching.** Since the quality of teaching is to be the most heavily weighted criterion for reappointment, tenure, and promotion, solid evidence of that quality must be secured. Department chairs should establish and communicate a protocol to ensure that, normally, all voting department or program colleagues should be in a position both to assess from firsthand knowledge the classroom effectiveness of the instructor and to evaluate the instructor's knowledge and mastery of the discipline. The letter from the

department or program chair should summarize the evaluations of classroom teaching by all voting members.

Voting members of the department or program and participants in other College academic programs in which the instructor participates should comment, and the untenured members of the department or program should be given the opportunity to comment on the candidate's qualities as a teacher. Any College course evaluation forms approved by the Faculty shall be taken into consideration. Letters of evaluation from students selected by the candidate, as well as letters from former and current students randomly selected by the Registrar, shall be submitted to the Dean, the department or program, and the Committee on Appointments at the time of reappointment, tenure, and promotion. All letters solicited for reappointment shall become part of the tenure file.

Additional evidence may include course syllabi and other course-related materials prepared by the candidate, published works and works in progress on teaching, new courses developed or old courses revised and updated, innovative teaching methods, participation in redesigning curricular offerings, work in cross-disciplinary courses, guidance of independent study, and other course evaluation forms developed by departments or individual faculty members.

The College may obtain outside evaluations of teaching by sending teaching-related materials to faculty members at other institutions. In addition, colleagues may be asked to evaluate an individual's contributions within the College that bear upon the qualities of excellence in teaching.

- 2. Evaluation of Scholarship.** Because of the variety of forms that scholarship takes, the evaluation of the quality of scholarship may be made in a number of ways. In all cases, the College should seek evidence relevant to each discipline. Whenever appropriate, tenured members of the department or program should be asked to evaluate a candidate's published and unpublished work. Reviews in professional journals of the candidate's work offer an independent evaluation of that work by professional peers. Awards and grants to support scholarly research and creative activity may be yet another measure of evaluation of scholarly work by a candidate's professional colleagues. In the creative and performing arts, evidence of the quality of professional activity should be gathered from departmental or program peers, members of similar departments at other institutions, other artists in the same field, or published reviews. The Dean may solicit confidential evaluations of a candidate's scholarly work from professional peers outside of the College, and the Dean must do so in the case of a candidate standing for promotion to Associate Professor, with or without tenure, or Professor. In the case of faculty members for whom performances are the major form of scholarship, it is the responsibility of the department or program committee chair, with the assistance of the Dean, to have performances evaluated by outside scholars and to place written records of the evaluations in the departmental/program files and to provide the Dean with such records. In decisions on promotion to Associate Professor without tenure or to Professor, candidates may add a reasonable number of other professional references who shall also be asked to submit confidential evaluations of the candidate's scholarly work.

3. **Evaluation of Service.** Considerable flexibility is needed in evaluating a candidate's service to the College community because of the variety of activities that are subsumed under this term. Department or program colleagues should be asked to evaluate the candidate's contributions to the work and intellectual life of the department or program. Others in the College in positions to evaluate the candidate's contributions in advising and other kinds of service may be asked to do so by the Dean. Care must be taken at all levels to insure that the evaluation of service is fair and based on adequate evidence, and that the academic and personal freedom of each faculty member has been preserved.
4. **Additional Principles for Promotion to Professor.** Promotion to Professor shall be granted to those faculty members who have in their years at the College distinguished themselves as teacher-scholars, and for whom it can be stated that high achievement is likely to continue. Distinguished teaching should reflect the growing maturity and scholarly imagination necessary to challenge all types of students. Sound and developing scholarship, an important sign of sustained learning, creativity, and professional growth, should be demonstrated through forms of public scholarship such as publication, critical investigation, invention, and the presentation of papers, or exhibitions or performances. Each candidate for promotion to Professor may have different strengths in teaching, scholarship, and service. In all cases, however, it is expected that the candidate will present evidence of accomplishments in all three categories. Of these three categories, the first two are the more important, but all weigh in the decision.

G. Reappointment, Tenure, and Promotion Procedures

1. **Procedures for Reappointment of Faculty in Tenurable Positions.** The dates provided in this section are guidelines intended to enable candidates to learn of the decisions as soon as possible. They are not deadlines in the strict sense that failure to meet them would constitute procedural impropriety.

Timeline:

May 1: Department or program chair shall provide to the Dean a list of the names of faculty for whom reappointment is pending during the coming academic year. See part a below.

October 15: The candidate shall provide the Dean with a list of up to fifteen former or current students to whom the Dean shall write for a letter of evaluation. See part b below.

January 10: The candidate shall provide the Dean with six sets of materials the candidate believes will be helpful to an adequate consideration of the case. See part b below.

February 1: The department or program recommendations for reappointment shall be conveyed in writing by the chair to the Dean along with evidence of the candidate's qualifications, and the Dean shall forward the complete file to the Committee on Appointments. See parts a and c below.

By March 1: The Committee on Appointments shall provide its written recommendation to the Dean. See part d below.

By April 15: The President shall notify the candidate in writing of her or his decision. See part e below.

- a. **Role of the Department or Program.** On or before May 1 each department or program chair shall provide the Dean with a list of the names of department or program faculty for whom reappointment is pending during the coming academic year.

When the candidate is to be considered for promotion to the rank of Associate Professor without tenure, the department or program shall provide the Dean with the names and addresses of two colleagues from outside the College who can review the candidate's scholarship.

Upon receipt of the materials listed in section d ("Role of the Dean"), the chair shall make them available to voting members of the department or program and shall convene a meeting of the voting members to discuss and vote on the candidacy. Any voting members unable to attend shall convey their votes and any evaluative observations to the chair in writing before the meeting, and the chair shall share that information with all voting members.

By February 1, the department's or program's recommendations for reappointment shall be conveyed in writing by the chair to the Dean along with evidence of the candidate's qualifications, including a detailed statement on the candidate's performance as a teacher, a scholar, and a faculty colleague, with reference in the last instance to capability to assume broad responsibilities within the department or program and the Faculty. The chair must include a report of the department or program vote and a summary of the views of the voting members. The chair shall also request that the voting members sign the recommendation, indicating that they have read and confirm its report of the vote and its summary of the evidence collected. The chair shall provide every member of the department or program, whether a party to the decision or not, with the opportunity to evaluate aspects of the candidacy by writing to the chair or directly to the Dean. The chair shall forward with the department or program recommendation any letters from non-voting members.

At each reappointment, the chair shall report the department or program recommendation and the reasons for it to the candidate, before sending it to the Dean.

- b. **Role of the Faculty Member.** By October 15 of the academic year during which a candidate is to be considered for reappointment, he or she shall provide the Dean with a list of fifteen former or current students to whom the Dean shall write for a letter of evaluation. By January 10 of that academic year, a candidate shall provide the Dean with six sets of copies of the remaining materials he or she believes will be helpful to an adequate consideration of the case, including: a personal statement on teaching, scholarship, and service; a current *curriculum vitae*; and any relevant information or documents such as syllabi, other teaching materials, and scholarly work.

When a candidate is to be considered for promotion to Associate Professor without tenure, he or she shall also provide to the Dean a list of two scholars from other

institutions from which the Dean shall select one to evaluate the candidate's scholarly materials. In such cases, the timetable outlined under the Procedures for Tenure Decisions shall apply.

- c. **Role of the Committee on Appointments.** The Committee advises the President and the Dean in cases of reappointment. The Committee on Appointments shall provide a written recommendation, the reasons for it, and the number who voted for and against the recommendation. The advisory process for reappointments is initiated by the Dean, who sends to the Committee all documentation gathered for the review in progress. The Committee may gather additional information during its consideration of the case through discussions with the Dean, members of the Faculty, and students, and by such other means as it deems necessary. When the Subcommittee of the Committee on Appointments differs with the department or program, the Subcommittee shall confer with the voting members of the department or program before the Committee on Appointments makes its recommendation. Committee deliberations and voting always occur in executive session.
- d. **Role of the Dean.** For reappointments, it is the responsibility of the Dean, in consultation with both the chair and the candidate, to gather as full and complete a record as appears useful to the pending decision. Whenever possible, the Dean shall ensure that the appointments of academic program committee voting members provide continuity in all decisions relating to reappointment, promotion, and tenure. The Dean shall seek a recommendation from the committee members of any academic program to which the candidate regularly contributes.

In the case of promotion to Associate Professor without tenure, the Dean shall solicit an evaluation from four outside scholars, one suggested by the candidate, one suggested by the department or program, and two selected by the Dean.

The Dean shall gather the materials submitted by the candidate, contact the students selected by the candidate for letters of recommendation, and solicit letters from fifteen former or current students randomly selected by the Registrar, including concentrators and non-concentrators and students from both lower- and upper-level courses. As early as possible the Dean shall provide these materials to the voting members of the department or program.

The Dean shall forward the department or program recommendation to the Committee on Appointments, along with copies of all evaluations, prior letters of appointment and reappointment, and all information gathered by the Dean for this decision from the candidate, the department or program, and other sources.

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider both that recommendation and the department or program recommendation and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department or program, the Dean shall call a meeting of the Committee on Appointments chair and the Committee on Appointments Subcommittee that considered the case, the Dean, and the voting members of the department or program in order to seek agreement before the recommendations go to the President.

For each reappointment review, it is the responsibility of the Dean, after consulting with the department or program chair, the Committee on Appointments, and the President, to provide the faculty member with a written evaluation of her or his teaching, scholarship, and service.

- e. **Role of the President.** The President shall receive the materials on the candidate from the Dean along with the recommendations of the department or program, Committee on Appointments, and the Dean and, on the basis of this and any additional information the President may gather, shall make her or his decision.

Final authority for all reappointments lies with the President according to the terms of the Charter and By-Laws of the Board of Trustees. When the President's tentative decision is different from that of the Dean, or the Committee on Appointments, or the department or program, the President shall call a meeting of the Dean, the Committee on Appointments chair, the Committee on Appointments Subcommittee that considered the case, and the voting members of the department or program in order to try to reach agreement before making a final decision.

The final decision and the reasons for it, including an evaluation of the candidate's teaching, scholarship, and service, shall be communicated in writing by the President or the Dean to the candidate, the chair of the department or program, and the chair of the Committee on Appointments. Before doing so, the President may inform a candidate of the decision orally, or invite the Dean or the chair of the department or program to do so on her or his behalf.

2. **Procedures for Reappointment of Faculty in Renewable Positions.** The dates provided in this section are guidelines intended to enable candidates to learn of the decisions as soon as possible. They are not deadlines in the strict sense that failure to meet them would constitute procedural impropriety.

Timeline:

May 1: Department or program chair shall provide to the Dean a list of the names of faculty for whom reappointment is pending during the coming academic year. See part a below.

June 15: The candidate shall provide the Dean with a list of fifteen former or current students to whom the Dean shall write for a letter of evaluation. See part b below.

August 15: The candidate shall provide the Dean with six sets of the remaining materials the candidate believes will be helpful to an adequate consideration of the case. See part b below.

October 15: The department or program recommendations for reappointment shall be conveyed in writing by the chair to the Dean along with evidence of the candidate's qualifications. See part a below.

- a. **Role of the Department or Program.** On or before May 1 each department or program chair shall provide the Dean with a list of the names of department or program faculty for whom reappointment is pending during the coming academic year.

Upon receipt of the materials listed in section c ("Role of the Dean"), the chair shall make them available to voting members of the department or program and shall convene a meeting of the voting members to discuss and vote on the candidacy. Any voting members unable to attend shall convey their votes and any evaluative observations to the chair in writing before the meeting, and the chair shall share that information with all voting members.

By October 15, the department's or program's recommendations for reappointment shall be conveyed in writing by the chair to the Dean along with evidence of the candidate's qualifications, including a detailed statement on the candidate's performance as a teacher, a scholar, and a faculty colleague. The chair must include a report of the department or program vote and a summary of the views of the voting members. The chair shall also request that the voting members sign the recommendation, indicating that they have read and confirm its report of the vote and its summary of the evidence collected. The chair shall provide every member of the department or program, whether a party to the decision or not, with the opportunity to evaluate aspects of the candidacy by writing to the chair or directly to the Dean. The chair shall forward with the department recommendation any letters from non-voting members.

At each reappointment, the chair shall report the department or program recommendation and the reasons for it to the candidate before sending it to the Dean.

- b. **Role of the Faculty Member.** By June 15 of the academic year before the one in which a candidate is to be considered for reappointment, he or she shall provide the Dean with a list of fifteen former or current students to whom the Dean shall write for a letter of evaluation. By August 15 of the academic year during which a candidate is to be considered for reappointment, a candidate shall provide the Dean with six sets of copies of the remaining materials he or she believes will be helpful to an adequate consideration of the case, including: a personal statement on teaching, scholarship, and service; a current *curriculum vitae*; and any relevant information or documents such as syllabi, other teaching materials, and scholarly work.
- c. **Role of the Committee on Appointments.** The Committee advises the President and the Dean in cases of reappointment. The Committee on Appointments shall provide a written recommendation, the reasons for it, and the number who voted for and against the recommendation. The advisory process for reappointments is initiated by the

Dean, who sends to the Committee all documentation gathered for the review in progress. The Committee may gather additional information during its consideration of the case through discussions with the Dean, members of the Faculty, and students, and by such other means as it desires, including consulting with any of the sources of the materials gathered by the Dean. When the Subcommittee of the Committee on Appointments differs with the department or program, the Subcommittee shall confer with the voting members of the department or program before the Committee on Appointments makes its recommendation. In instances where reappointment decisions are affected by curricular reallocations, the Committee must satisfy itself, before making a recommendation, that the Committee on Academic Policy has considered the matter. Committee deliberations and voting always occur in executive session.

- d. **Role of the Dean.** For reappointments, it is the responsibility of the Dean, in consultation with both the chair and the candidate, to gather as full and complete a record as appears useful to the pending decision. Whenever possible, the Dean shall ensure that the appointments of academic program committee voting members provide continuity in all decisions relating to reappointment, promotion, and tenure. The Dean shall seek a recommendation from the committee members of any academic program to which the candidate regularly contributes.

The Dean shall gather the materials submitted by the candidate, contact the students selected by the candidate for letters of recommendation, and solicit letters from fifteen former or current students randomly selected by the Registrar, including concentrators and non-concentrators and students from both lower- and upper-level courses. As early as possible the Dean shall provide these materials to the voting members of the department or program.

The Dean shall forward the department or program recommendation to the Committee on Appointments, along with copies of all evaluations, prior letters of appointment, and all information gathered by the Dean for this decision from the candidate, the department or program, and other sources.

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider both that recommendation and the department or program recommendation and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department or program, the Dean shall call a meeting of the Committee on Appointments chair and the Committee on Appointments Subcommittee that considered the case, the Dean, and the voting members of the department or program in order to seek agreement before the recommendations go to the President.

For each reappointment review, it is the responsibility of the Dean, after consulting with the department or program chair, the Committee on Appointments, and the

President, to provide the faculty member with a written evaluation of her or his teaching, scholarship, and service.

- e. **Role of the President.** The President shall receive the materials on the candidate from the Dean along with the recommendations of the Committee on Appointments and the Dean and, on the basis of this and any additional information he or she may gather, make his or her decision.

Final authority for all appointments lies with the President according to the terms of the Charter and By-Laws of the Board of Trustees. When the President's tentative decision is different from that of the Dean or the Committee on Appointments or the department or program, the President shall call a meeting of the Dean, the Committee on Appointments chair, the Committee on Appointments Subcommittee that considered the case, and the voting members of the department or program in order to try to reach agreement before making a final decision.

The final decision and the reasons for it, including an evaluation of the candidate's teaching, scholarship, and service, shall be communicated in writing by the President or the Dean to the candidate, the chair of the department or program, and the chair of the Committee on Appointments. Before doing so, the President may inform a candidate of the decision orally, or invite the Dean or the chair of the department or program to do so on her or his behalf.

3. **Procedures for Tenure Decisions.** The evaluative principles described in Section F, parts 1, 2, and 3 ("Principles of Evaluation for Teaching, Scholarship, and Service"), are applicable also to tenure decisions and are here assumed except where expanded in this section. The dates provided in this section on procedures for tenure review are guidelines intended to enable candidates to learn of the decisions as soon as possible. They are not deadlines in the strict sense that failure to meet them would constitute procedural impropriety.

Timeline:

March 1: Department or program chair shall provide to the Dean a list of candidates scheduled to stand for tenure in the coming academic year. See part a below.

April 1: The department or program chair shall provide a list of at least two scholars from outside the institution agreed upon by tenured members of the department or program to whom the Dean can send teaching and scholarly materials for evaluation. See part a below. The candidate shall provide the Dean with the initial set of materials as given in part b below.

June 1: The candidate shall provide the Dean with a detailed personal statement and other materials as specified in part b below.

September 1: The Dean shall provide materials to the department or program, as given in parts a and c below. The Dean shall provide the candidate with the names of the outside evaluators who reviewed her or his materials. See part c below.

October 1: The chair shall submit the department or program vote and recommendation to the Dean, and the Dean shall forward the complete file to the Committee on Appointments. See parts a and c below.

November 1: The Committee on Appointments shall provide its written recommendation to the Dean. See part d below.

February 1: The President shall notify the candidate in writing of her or his decision. See part e below.

- a. **Role of the Department or Program.** The chair of each department or program shall provide the Dean by March 1 with a list of candidates scheduled to stand for tenure during the next academic year. When there are no tenured faculty members in the department or program in which the faculty member is standing for tenure, the Dean, in consultation with Academic Council, shall appoint an *ad hoc* committee of two tenured faculty to review the candidacy and shall appoint one of its members to serve as chair. When there is only one tenured faculty member in that department or program, that member shall chair a two-person *ad hoc* committee to review the candidacy, with the second member appointed from among the tenured faculty by the Dean, in consultation with the *ad hoc* committee chair. All appointments from outside the department or program in which the candidate is standing for tenure should normally come from disciplines that share subjects or methodologies with the discipline of the candidate. Such appointments shall be made as soon as possible after the tenure candidate's third-year review, or as soon as possible for an advanced candidate who will not have a third-year review. In such cases, references to department or program shall be understood to mean the *ad hoc* committee. By April 1 the chair shall provide a list of at least two scholars from outside the institution agreed upon by tenured members of the department or program to whom the Dean can send teaching and scholarly materials for evaluation. The Dean shall gather from students and outside evaluators materials relating to the tenure review together with all materials submitted by the candidate, and provide copies to the department or program by September 1. The chair shall convene the voting members of the department or program to discuss and vote on the candidacy. Any voting members unable to attend shall convey their votes and any evaluative observations in writing to the chair before the meeting, and the chair shall share that information with all voting members.

In addition to assessing teaching according to the criteria and procedures described in E.1 and F.1, departments or programs should interpret the pattern of development in a candidate's career, state clearly the evidence on which an assessment is being based, and comment on prospects for future growth. In addition to evaluating scholarship according to the criteria and procedures described in E.2 and F.2, departments or programs should, whenever possible, include in their evaluations of scholarship an assessment of the quality of the journals, presses, or exhibition and performance venues where the candidate has presented her or his work, and of the professional meetings where presentations have been made, and of the potential for, and likelihood of, continued professional growth. In addition to evaluating service according to the criteria and procedures described in E.3 and F.3, departments or programs should

include judgments about the distinctive contributions of the candidate to the department or program and to the College, and about the potential for leadership in the department or program and the Faculty as a whole.

The chair shall record the vote and, on behalf of the voting members, write an evaluation of the candidate's teaching, scholarship, and service, highlighting the chair's own views and summarizing the views of the voting members of the department or program and noting any differences. The chair shall submit the department or program vote and recommendation to the Dean by October 1 or within one month of receiving the file from the Dean's office, whichever is later. The chair shall report the department or program recommendation and the reasons for it to the candidate before sending it to the Dean.

The voting members of the department or program shall read the chair's department or program recommendation and sign it to indicate that they have read it and confirm its report of the vote and its summary of the evidence collected. The voting members may also provide, either directly to the Dean or through the chair, their own written evaluations of the candidate's teaching, scholarship, and service, supplementing the chair's report to the extent they judge appropriate. Untenured members shall be asked by the Dean to submit any comments they wish to make on any aspect of the candidacy to the chair or directly to the Dean.

- b. **Role of the Faculty Member.** By April 1 of the academic year preceding that of the tenure decision, it is the responsibility of the candidate to provide the Dean with the following: a current *curriculum vitae*; a statement of no more than 300 words describing her or his area of expertise as a teacher-scholar; the names of at least two scholars from other institutions, one of whom the Dean shall select to evaluate scholarly and, in some cases, teaching materials; a list of approximately six colleagues and scholarly acquaintances from Hamilton or elsewhere whom the candidate wishes to have comment on the candidacy without normally receiving materials from the Dean; the name of any academic program to which the candidate regularly contributes; and a list of fifteen former or current students to whom the Dean can write for a letter of evaluation.

By June 1 candidates are expected to complete their submissions by providing the Dean with ten sets of the following material: a detailed personal statement on teaching, scholarship, and service; syllabi from all courses taught during at least the last three years and any additional pertinent teaching materials the candidate wishes to have considered; and copies of the scholarly products, including artistic productions or performances, the candidate wishes to have sent to the outside reviewers the Dean shall contact.

- c. **Role of the Committee on Appointments.** The Committee advises the President and the Dean in tenure cases. The Committee shall receive from the Dean all materials included by the Dean in the tenure review file; gather any additional evidence that it deems necessary; and make its recommendation to the Dean within one month of receiving the file from the Dean's Office. When the Committee differs with the department or the program, the Subcommittee that considered the case shall confer with the voting members of the department or program before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session.
- d. **Role of the Dean.** The Dean shall gather the materials described above from the candidate; the list of two or more outside scholars from the department or program; observations from committee members of any academic program to which the candidate regularly contributes; student letters collected for prior appointments; letters solicited from thirty-five former and current students randomly selected by the Registrar, including concentrators and non-concentrators and students from both lower- and upper-level courses; and all College-approved student course evaluations. The Dean shall select and write to five outside scholars willing to receive and evaluate materials by early fall, including the name of one scholar supplied by the candidate and at least one by the department or program. Normally, the group of outside scholars chosen to evaluate the candidate's scholarship shall include no more than one of the faculty member's former professors, colleagues, or associates in publication. In cases where performance is a significant form of scholarship, the evaluations of performances already on record may be used and may justify lowering the number of recommendations added at this point. The Dean shall write to the students and colleagues suggested by the candidate and to the randomly selected students, asking them to provide an evaluation of those aspects of the candidacy with which they are familiar.

By September 1 the Dean shall provide the department's or program's tenured members with copies of the material submitted by the candidate and collected by the Dean, including all of the student and outside scholarly evaluations. At this time the Dean shall provide the candidate with the names of the outside evaluators who reviewed her or his materials. Upon receipt of the department or program recommendation, the Dean shall provide all of this material, the department or program recommendation, any observations of untenured members, letters from colleagues, and all of the reappointment and accompanying evaluative material from the candidate's file to the Committee on Appointments.

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider both that recommendation and the department or program recommendation and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

When the Dean's recommendation is at variance with that of the Committee on Appointments or of the department or program, the Dean shall call a meeting of the Committee on Appointments chair and the Committee on Appointments Subcommittee that considered the case, the Dean, and the voting members of the

department or program in order to seek agreement before the recommendations go to the President.

- e. **Role of the President.** The President shall receive the materials on the candidate from the Dean along with the recommendations of the department or program, Committee on Appointments, and the Dean and, on the basis of this and any additional information the President may gather, shall make her or his decision.

Final authority rests with the President on negative tenure decisions, whereas the awarding of tenure requires concurrence by the Board of Trustees. When the President's tentative decision is different from that of the Dean, the Committee on Appointments, or the department or program, the President shall call a meeting of the Dean, the Committee on Appointments chair, the Committee on Appointments Subcommittee that considered the case, and the voting members of the department or program, in order to try to reach agreement before making a final decision.

The President shall communicate her or his final decision in writing to the candidate, the Dean, the chair of the department or program, and the chair of the Committee on Appointments by February 1. Before doing so, the President may inform the candidate of the decision orally, or invite the Dean or the chair of the department or program to do so. In every case notification, including detailed reasons for the decision, will be confirmed in writing by the President or Dean within ten days of the decision.

4. **Procedures for Promotion to Professor.** Promotion to the rank of Professor is not exclusively the consequence of the number of years in rank but constitutes recognition of sustained professional achievement in teaching, scholarship, and service.

The evaluative principles described in Section F, parts 1, 2, 3, and 4 (“Principles of Evaluation for Teaching, Scholarship, and Service” and “Additional Principles for Promotion to Professor”), apply to decisions on promotion to Professor. The dates provided in this section are guidelines intended to enable candidates to learn of the decisions as soon as possible. They are not deadlines in the strict sense that failure to meet them would constitute procedural impropriety.

Timeline:

November 1: Dean shall inform the candidate that he or she has been nominated to stand for promotion to Professor. See part a below.

December 1: The candidate shall provide the Dean with requested materials. See part b below. The tenured Professors of the department or program shall provide the Dean with a list of at least two scholars from outside institutions agreed upon by them and to whom the Dean can send scholarly materials for evaluation. See part c below.

January 15: The candidate shall provide the Dean with ten sets of the remaining materials he or she would like to have reviewed, as given in part b below.

March 1: The Dean shall provide materials to the department or program, as given in part a below.

April 1: The department or program recommendations for promotion shall be conveyed in writing to the Dean along with evidence of the candidate's qualifications, and the Dean shall forward the complete file to the Committee on Appointments. See parts a and c below.

May 1: The Committee on Appointments shall provide its written recommendation to the Dean. See part d below.

June 15: The President shall notify the candidate in writing of her or his decision. See part e below.

a. **Role of the Department or Program.** Candidates for promotion to Professor may be nominated by the tenured Professors of their department or program, or they may nominate themselves. In all cases, determination of the appropriate year shall come after consultation among the faculty member, the department's or program's tenured Professors, and the Dean. Such decisions shall be made no later than November 1 of the academic year in which the faculty member is to be considered for promotion. If the chair of the department or program is not eligible to vote on the decision, the voting members shall select one of their number to perform the duties of the chair described in this section. When there are no tenured Professors in the department or program in which the faculty member is standing for promotion, the Dean, in consultation with the Academic Council, shall appoint an *ad hoc* committee of two tenured Professors to review the candidacy and shall appoint one of its members to serve as chair. When there is only one tenured Professor in that department or program, that Professor shall chair a two-person *ad hoc* committee to review the candidacy, with the second member appointed from among tenured Professors by the Dean, in consultation with the tenured Professor in the candidate's department or program. All appointments from outside the department or program in which the candidate is standing for promotion should normally come from disciplines that share subjects or methodologies with the discipline of the candidate. In such cases, references to department or program shall be understood to mean the *ad hoc* committee.

By December 1, the tenured Professors of the department or program shall provide the Dean with a list of at least two scholars from outside institutions agreed upon by them and to whom the Dean can send scholarly materials for evaluation.

After the materials for consideration have been forwarded by the Dean, the tenured Professors of the department or program shall convene to discuss and vote on the candidacy. Any tenured Professors unable to attend shall convey their votes and any evaluative observations in writing to the chair before the meeting, and the chair shall share that information with the tenured Professors in the department or program. The Dean shall invite every member of the department or program, whether a party to the decision or not, to evaluate aspects of the candidacy by writing to the chair or directly to the Dean. The chair shall submit the vote and recommendation to the Dean by April 1. The chair shall report the department or program recommendation and the reasons for it to the candidate before sending it to the Dean.

- b. **Role of the Faculty Member.** By December 1, the candidate for promotion to Professor shall provide the Dean with the following: a current *curriculum vitae*; a statement of no more than 300 words describing her or his area of expertise as a teacher-scholar; the names of at least four scholars from other institutions, two of whom the Dean shall select to evaluate scholarly and, in some cases, teaching materials; a list of no more than five colleagues and scholarly acquaintances from Hamilton or elsewhere whom the candidate wishes to have comment on scholarship and teaching without normally receiving materials from the Dean; a list of no more than five colleagues from Hamilton or elsewhere whom the candidate wishes to have comment on service to the College or to the profession without normally receiving materials from the Dean; the name of any academic program to which the candidate regularly contributes; and a list of fifteen former or current students to whom the Dean shall write for a letter of evaluation.

By January 15, the candidate shall submit to the Dean ten sets of copies of materials he or she would like to be reviewed, including a detailed personal statement on teaching, scholarship, and service; any teaching materials the candidate wishes to have considered; and copies of the scholarly products, including artistic productions or performances, the candidate wishes to have sent to the outside reviewers the Dean shall contact.

- c. **Role of the Committee on Appointments.** The Committee advises the President and the Dean in cases of promotion. The Committee shall receive from the Dean all materials included by the Dean in the promotion file, gather any additional evidence by such means as it deems necessary, and make its recommendation to the Dean within one month of receiving the file from the Dean's Office. When the Committee differs with the department or the program, the Subcommittee that considered the case shall confer with the voting members of the department or program before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session.
- d. **Role of the Dean.** By November 1 in the academic year during which the faculty member is to be considered, the Dean shall acknowledge the candidate's nomination for promotion.
- The Dean shall gather the materials described above from the candidate; the list of two outside scholars from the department or program; observations from committee members of any academic program to which the candidate regularly contributes; student letters collected for prior appointments; letters solicited from thirty-five former and current students randomly selected by the Registrar, including concentrators and non-concentrators, and students from both lower and upper-level courses; and all College-approved student course evaluations. The Dean shall select and write to four outside scholars willing to receive and evaluate materials by early fall, including at least two supplied by the candidate, one suggested by the department or program, and one additional scholar chosen by the Dean. Normally, the group of outside scholars chosen to evaluate the candidate's scholarship shall include no more than one of the faculty member's former professors, colleagues, or associates in publication. In cases where performance is a significant form of scholarship, the evaluations of performance already on record may be used and may justify lowering

the number of recommendations added at this point. The Dean shall also write to the students and colleagues suggested by the candidate and to the randomly selected students, asking them to provide an evaluation of those aspects of the candidacy with which they are familiar.

As early as possible in the spring, and no later than March 1, the Dean shall provide the department's or program's tenured Professors with copies of the materials submitted by the candidate and all of the student and scholarly evaluations.

The Dean shall forward the department or program recommendation to the Committee on Appointments, along with copies of all information gathered by the Dean for this decision from the candidate, the department or program, and other sources.

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider both that recommendation and the department or program recommendation and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department or program, the Dean shall call a meeting of the Committee on Appointments Chair, the Committee on Appointments Subcommittee that considered the case, the Dean, and the tenured Professors of the department or program in order to seek agreement before the recommendations go to the President.

- e. **Role of the President.** The President shall receive the materials on the candidate from the Dean along with the recommendations of the Committee on Appointments, the Dean, and the department or program and, on the basis of this and any additional information the President may gather, shall make her or his decision.

Final authority rests with the President on negative promotion decisions, whereas the awarding of promotion requires concurrence by the Board of Trustees. When the President's tentative decision is different from that of the Dean, the Committee on Appointments, or the department or program, the President shall call a meeting of the Dean, the Committee on Appointments Chair, the Committee on Appointments Subcommittee that considered the case, and the tenured Professors of the department or program in order to try to reach agreement before making a final decision.

The President shall communicate her or his final decision in writing to the candidate, the Dean, the chair of the department or program, and the chair of the Committee on Appointments by June 15. Before doing so, the President may inform the candidate of the decision orally, or invite the Dean or the chair of the department or program to do so. In every case notification, including detailed reasons for the decision, shall be confirmed in writing by the President or Dean within ten days of the decision.

VII. APPOINTMENT, REAPPOINTMENT, AND PROMOTION IN THE DEPARTMENT OF PHYSICAL EDUCATION

A. Types of Positions

Positions are either regular or adjunct. Regular positions may be continuing-appointment, renewable, or term.

Appointments to regular positions may be either full-time or part-time (defined as half-time or more), although they are normally full-time. Professional qualifications shall be the same for full-time and part-time positions. A full-time position may be shared by two appointees, who shall be considered as separate part-time appointees for the purposes of reappointment and promotion.

1. **Continuing-appointment positions.** A continuing-appointment position is one for which it is expected the College will have a continuing need and to which it is possible for an individual to be reappointed for as long as the need exists and performance warrants. The large majority of regular positions in the Department of Physical Education are continuing-appointment positions.
2. **Renewable positions.** A renewable position is a position to which reappointment for successive one- or two-year terms is possible up to a specified maximum number of years, normally no more than six. The maximum number of years of employment possible in a particular renewable position shall be specified in the initial letter of appointment.
3. **Term positions.** A term position is created to meet a particular short-term need of the Department of Physical Education. Appointment to it is made for a specified period of time. Term positions are normally visiting positions created for an academic term or year.
4. **Adjunct positions.** An adjunct position is created to meet a specific need that cannot be met by members of the Department serving in regular positions. Such positions are normally held by members of the coaching staff who have no additional responsibilities. Adjunct positions are normally less than half-time and appointments to them may be for periods of other than an academic term or year. Adjunct members of the Department hold the title of Coach.

B. Procedures for Redefining or Discontinuing Positions

Financial, enrollment, or policy changes may on occasion cause a position to be redefined or discontinued. If a position is not occupied, and the Dean and the Department recommend redefining or discontinuing it, the College may redefine or discontinue the position without further consultation. However, if a position is occupied, or if the Dean and the Department disagree over redefining or discontinuing the position, the Dean shall ask the chair of the Committee on Appointments to convene and chair an *ad hoc* committee consisting of a three-member subcommittee of the Committee on Appointments and the chair of the Committee on Academic Policy. The *ad hoc* committee shall consult with the Department and the Dean and then make a recommendation to the Dean, who, in consultation with the President, shall determine the future status of the position in writing and provide those consulted with a copy. The *ad hoc* committee shall weigh such matters as the nature of the position, the composition of the Department, the availability of suitable candidates, financial concerns relating to the position, and the relevance of the position to the Department's program.

C. Ranks of the Members of the Department of Physical Education

Appointees to regular positions in the Department shall normally have completed or be enrolled in a master's or doctoral degree program in Physical Education. When the prospective appointee lacks this qualification, the appointment requires consultation with the Committee on Appointments.

1. **Instructor.** Appointments in this rank are normally made for persons who have not completed the requirement for the terminal degree. Appointments in this rank normally are made for one year and normally may not be renewed more than twice.
2. **Assistant Professor.** This is the usual rank for initial appointments to the Department, and it is offered to qualified individuals who have completed the terminal degree. Appointments and reappointments are normally for a two-year term.

Appointment as Assistant Professor may be made contingent on completion of the terminal degree. In the case of appointees who are expected to complete the requirements for the terminal degree by the beginning of the academic year, the appointment will be as Instructor for one year. If the requirements for the degree are completed prior to September 1 of the year of the appointment, the appointment will be converted to Assistant Professor. Promotion to Assistant Professor after September 1 of the year of appointment requires the recommendation of the Department and will normally be an option only if the degree is completed by December 31.

Those who are appointed in the rank of Assistant Professor and who have had no previous post-terminal-degree teaching and coaching experience will normally be considered for promotion to Associate Professor and a four-year appointment during their sixth year of full-time service, and between the sixth to ninth year of part-time service as Assistant Professor at Hamilton.

Appointees with previous post-terminal-degree teaching and coaching experience at another institution may be considered for promotion to Associate Professor and four-year appointment earlier than otherwise, but not before their fourth year at Hamilton unless, after consultation with the Committee on Appointments, a different year is agreed upon at the time of the initial appointment. For all appointees, the maximum period prior to promotion and four-year appointment will be established at the time of hiring or during the first year of service at Hamilton.

3. **Associate Professor.** Initial appointments in this rank normally are made for a term of two years with the expectation that appointees will be considered for a four-year appointment during the third year of full-time service, or fourth or fifth year of part-time service at the College unless, after consultation with the Committee on Appointments, a different year is agreed upon at the time of the initial appointment.

Promotion into this rank normally is accompanied by the initial four-year appointment, and references to promotion to Associate Professor in this chapter assume this conjunction. However, in rare cases promotion to Associate Professor may precede the initial four-year appointment if the individual has served in the Department for a relatively brief period.

4. **Professor.** Associate Professors, whether full- or part-time, will normally be considered for promotion to the rank of Professor during their eighth year in rank. Promotion will be considered before the eighth year only under exceptional circumstances. Initial appointment to this rank may be for four years. In those cases where a four-year appointment is not initially offered, the appointment normally shall be for two years with the expectation that a decision regarding a four-year appointment shall be reached during the third year of full-time service, or during the fourth or fifth year of part-time service at the College, unless after consultation with the Committee on Appointments, a different year is agreed upon at the time of the initial appointment.
5. **Adjunct Positions.** Individuals appointed to adjunct positions hold the title of Coach. Adjunct positions normally are less than half-time and appointments to them may be for periods other than an academic term or year. Coaches, who are reappointed on a regular basis, will be evaluated for the purpose of reappointment according to standards of teaching and coaching similar to those for regular positions and according to a schedule agreed upon between the VP/Dean and the Department, with the understanding that all continuing coaches will be evaluated at least every three years.

D. Conditions of Appointment

Appointments and reappointments shall be for one, two, or four years in accordance with the schedule of appointments and reappointments in Section C above. For those on four-year appointments, reappointments will be for four years. Promotion is normally, but not necessarily, coincident with reappointment.

For regular positions, appointments, reappointments, and promotions normally become effective July 1 and end June 30. Except when an appointment is for a specified term and the letter of appointment states explicitly that renewal shall not be considered, notice of non-reappointment shall be given in writing by January 31 for members of the Department in their first or second year of service, and at least twelve months before the expiration of an appointment for members of the Department who have served at Hamilton for more than two years. When notice of non-reappointment comes later than these standards, a terminal year appointment shall be offered.

E. Reappointment and Promotion Criteria

Members of the Department of Physical Education are evaluated on the basis of their performance, pattern of development, and potential for future professional growth in teaching, coaching, and service. Of the three criteria, the first two are the more important, but all weigh in the decision.

1. **Teaching.** The College considers teaching in the Physical Education program to be a significant part of the professional commitment of members of the Department and expects to find in them a sustained interest in teaching as a vocation and a willingness to carry out such instructional duties as the Department requires.

A Physical Education instructor should possess knowledge of human anatomy and of the principles of physical conditioning. An instructor should also possess knowledge of the physical activity taught, including familiarity with different levels of skill, appropriate training practices, recent developments, and equipment needs. Effective instructors shall be

able to develop in students an appreciation and understanding of physical fitness, and the skills required for the performance of physical activities.

2. **Coaching.** The goals of the College's intercollegiate athletic program are primarily to enable interested students to develop their knowledge of and skills in intercollegiate sports and, secondarily, to provide members of the College community and, to an even lesser extent, the general public with recreational opportunities as spectators. Accordingly, coaches are expected to possess the following characteristics: advanced knowledge of their sport, including different levels of skill, recent developments in the sport, and equipment needs; advanced knowledge of training practices for their sport or sports and of the principles of physical conditioning; the desire and ability to explain the nature and quality of their program to prospective students and to evaluate the skills of prospective students; understanding of and agreement with the academic priorities and purpose, and the athletic policies of the College, as evidenced especially in their recruiting and coaching practices; the ability to teach the skills of their sport or sports and to motivate individuals and, where appropriate, teams to realize their potential; the ability to teach and motivate individuals and teams to display the highest ideals of athletic conduct, including respect for opponents and fair treatment of them.

Although published scholarship is not required for continuing membership in the Department, such activities as professional presentations and published scholarship on physical fitness, athletics, and their role in higher education are encouraged and valued.

3. **Service.** Members of the Department work closely with students in their capacities as teachers and coaches. Their interest in students and their ability to help students to develop self-discipline, good character, and appropriate goals as members of the Hamilton community are valued characteristics. As department colleagues they should contribute where possible to each other's professional growth and assume an active and responsible role in the development and administration of the department programs and, when requested, in extra-department capacities such as committees and task forces.

F. Principles of Evaluation for Appointment, Reappointment, and Promotion

1. **Evaluation of Teaching and Coaching.** Since the quality of teaching and coaching are the most heavily weighted criteria for reappointment and promotion, solid evidence of that quality must be secured. Because of the variety of forms that instruction and coaching take, the evaluation of their quality may be made in a number of ways. In all cases the College should seek evidence appropriate to the relevant instructional activities and the candidate's major sport. Department course and coaching evaluation forms approved by a majority of the Department members and by the Committee on Appointments and formally administered by the Department shall be taken into consideration. The Department, the Dean, and the Committee on Appointments may also ask students for evaluations of a candidate's qualities as a teacher and a coach and will do so for the initial four-year appointment and at eight-year intervals thereafter, or, in other words, at what shall be termed major, as opposed to minor, four-year appointments.

Additional evidence may include teaching or coaching materials prepared by the candidate, published and unpublished articles or essays on teaching, new instructional programs developed or old programs revised and updated, innovative teaching and coaching methods,

and instructional activities with students that are not part of the formal instructional or intercollegiate program. In addition, non-department colleagues within the College may be asked to evaluate an individual's contributions within the College that bear upon the qualities of excellence in teaching and coaching.

The Dean may solicit confidential evaluations of a candidate's professional knowledge and activity from professional peers outside of the College identified by the candidate, the Department, or the Dean, including game officials and teachers and coaches at other colleges, and the Dean will do so in the case of a candidate standing for an initial reappointment and succeeding major four-year reappointments.

2. Evaluation of Service. Considerable flexibility is needed in evaluating a candidate's service to the College community because of the activities that are subsumed under this term. Department colleagues should be asked to evaluate the candidate's contributions to the work and life of the Department. Others in the College in positions to evaluate the candidate's contributions to the Department and/or the College may be asked to do so by the Dean. Care must be taken at all levels to ensure that the evaluation of service is fair and based on adequate evidence, and that the personal freedom of each faculty member has been preserved.

G. Reappointment and Promotion Procedures

1. Role of the Director. On or before May 1, the Director shall provide the Dean with a list of the names of department members for whom reappointment and promotion are pending during the following academic year, and, in each case, the terms and nature of the reappointment or reappointment and promotion should be specified. Should the Director wish to gather student or non-department letters of evaluation from Hamilton or non-Hamilton colleagues or any other materials for a one- or two-year or minor four-year appointment, the Director shall consult the Dean about such plans at the time the list is submitted, if not before.

In the event that a Professor, Associate Professor, Assistant Professor, Instructor, or Coach with coaching duties has not coached at least one full season prior to review for reappointment or promotion on the standard schedule indicated in Section VII of the *Handbook*, then the Director, the chair of the Committee on Appointments, and the Dean shall agree upon an alternative schedule for reappointment or promotion. This alternative schedule should ensure that the reappointment or promotion is completed as promptly as possible after the individual's first full season of coaching.

For the initial and succeeding major four-year reappointments the Director shall provide the names and addresses of four non-Hamilton peers who can provide an evaluation of the candidate's professional knowledge and activity.

After gathering the necessary materials or, in the case of the initial and succeeding major four-year reappointments, after receiving them from the Dean, the Director shall make them available to voting members of the Department and inform non-voting members of their right to provide written observations on any aspect of the candidacy either through the Director or directly to the Dean. The Director shall then convene a meeting of voting members of the Department to discuss and vote on the candidacy. Any voting member unable to attend shall convey her or his vote and any evaluative observations to the Director

in writing before the meeting, and the Director shall share that information with those attending the meeting. The Director shall then write a department recommendation, including a report of the department vote and an evaluation of the candidate's teaching, coaching, and service, reflecting any divergent viewpoints and summarizing the majority and any minority views.

Especially for the initial and succeeding major four-year reappointments, the Director should make certain to interpret the pattern of development in a candidate's career as a teacher and coach and to assess prospects for future growth, comment on any distinctive contributions of the candidate to the Department and the College, and assess the candidate's potential for administrative leadership.

The Director should inform the voting members of their opportunity, and in the case of initial four-year appointments their obligation, to provide written remarks supplementing the department recommendation either through the Director or directly to the Dean. The Director shall have the voting members sign the department recommendation to indicate their corroboration of the report of the vote and of the summary of the views expressed by voting members of the Department.

For one- and two-year and minor four-year reappointments, the department recommendation and accompanying material are due in the Office of the Dean by January 15, accompanied by a current curriculum vitae, all available student evaluations of the candidate, and additional materials provided by the candidate or the Director for the reappointment decision. In the case of the initial and succeeding major four-year reappointments, the department recommendation, and, if relevant, supplementary statements are due in the Office of the Dean within two weeks of the Director receiving a complete file of the candidate's materials from the Dean. At each reappointment, the Director will discuss the department evaluation with the candidate, normally before sending it to the Dean.

2. Role of the Faculty Member. For each reappointment decision candidates shall provide the Director with a current curriculum vitae and any materials they wish that explain their career development and accomplishments or that illustrate their practices in teaching, coaching, or service.

In addition, for an initial four-year reappointment, the candidate shall provide the Dean with a personal statement on teaching, coaching, and service; the names and addresses of two non-Hamilton professional peers who can provide an evaluation of the candidate's professional knowledge and activity; the names of ten students whom the candidate would like to be asked to provide an evaluation of his or her teaching or coaching; any syllabi or written materials used in teaching or coaching; and copies of any public presentations or published articles or books.

For succeeding major four-year reappointments, the candidate shall provide the same materials as for the initial four-year reappointment, but the personal statement may be relatively brief and should cover the intervening years as well as professional goals for the next eight years; the list of students will include only those taught or coached in the last eight years; and teaching and coaching materials may be omitted.

3. Role of the Dean.

For reappointments, in consultation both with the Director and the candidate, it is the responsibility of the Dean to gather as full and complete a record as appears useful to the pending decision. After receiving from the Director by May 1 the list of candidates for reappointments and, in the case of candidates for major four-year reappointments, the list of four outside evaluators, the Dean shall consult with the Director about any materials the Dean wishes to have gathered for any one- or two-year reappointments or minor four-year reappointments and about procedures for any initial and succeeding major four-year reappointments.

In the case of one- and two-year and minor four-year reappointments, by January 15, the Dean will receive from the Director all materials gathered from the candidate, any student evaluations in the departmental files covering the period deemed relevant by the Director, any additional materials gathered at the initiative of the Director or at the request of the Dean, the department recommendation, and any letters from department members submitted to the Director. The Dean shall forward the department or program recommendation to the Committee on Appointments, along with copies of all evaluations and information gathered by the Dean for this decision from the candidate, the Department, and from other sources. Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider both that recommendation and the department recommendation and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the Department, the Dean shall ask the chair of the Committee on Appointments to call a meeting of the subcommittee that considered the case, the Dean, and the Director in order to seek agreement before the recommendations go to the President.

For initial and succeeding major four-year reappointments the Dean shall gather from the candidate the curriculum vitae, the personal statement, the names and addresses of two outside evaluators, the names of ten students, copies of any syllabi or coaching or teaching materials or publications, and any additional materials the candidate wishes to submit. From the Director the Dean shall gather the names and addresses of four outside evaluators; lists of courses taught and any other official department student evaluations of teaching and coaching; and any additional materials submitted by the Department. The Dean shall request evaluations of the candidate's professional knowledge and activity from three to five non-Hamilton professional peers, including at least one person suggested by the candidate and one person suggested by the Director. The Dean will write to the students suggested by the candidate and to a list of students randomly selected by the Registrar chosen from among those currently and recently taught or coached, asking them to provide an evaluation of those aspects of the candidate with which they are familiar. As early as possible in the fall, the Dean will provide the Department's voting members with all of the student and outside evaluations gathered on the candidate, withholding the identity of any outside evaluators who so request. Upon receipt of the department recommendation, the Dean will provide all of this material, the department recommendation, any observations of non-voting members, any letters from non-department colleagues, and all of the reappointment and accompanying

evaluative material from the candidate's file to the Committee on Appointments.

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider both that recommendation and the department recommendation and present a written recommendation, with supporting reasons, to the President, accompanied by copies of all documentation gathered for the review. When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the Department, the Dean shall ask the chair of the Committee on Appointments to call a meeting of the subcommittee that considered the case, the Dean, and the Director in order to seek agreement before the recommendations go to the President.

For each reappointment it is the responsibility of the Dean, after consulting with the Director and the Committee on Appointments, to provide the candidate with a written evaluation of her or his teaching, coaching, and service.

4. Role of the Committee on Appointments. The Committee on Appointments advises the President and the Dean on matters of reappointment and promotion. Advice takes the form of a written recommendation, the reasons for it, and the number who voted for and against the recommendation. The advisory process for reappointments is initiated by the Dean, who sends to the Committee all documentation gathered for the review in progress. The Committee may gather additional information during its consideration of the case through discussions with the Dean, members of the Department, and students and by such other means as it desires, including consulting with any of the sources of the materials gathered by the Dean. When the subcommittee of the Committee on Appointments differs with the Department, the subcommittee shall confer with the parties to the department recommendation before the Committee on Appointments makes its recommendation. Committee deliberations and voting always occur in executive session.
5. Role of the President. The President shall receive the materials on the candidate from the Dean, along with the recommendations of the Committee on Appointments and the Dean, and on the basis of this and any additional information she or he may gather, shall make her or his own decision. When the President's tentative decision is different from that of the Dean or the Committee, the President shall call a meeting of these parties in order to try to reach agreement prior to making a final decision. Final authority for all appointments, reappointments, and promotions lies with the President according to the terms of the Charter and the By-Laws of the Board of Trustees. The final decision and the reasons for it, including an evaluation of the candidate's teaching, coaching, and service shall be communicated in writing by the President or the Dean to the candidate, the Director, and the chair of the Committee on Appointments. Prior to doing so, the President may inform the candidate of her or his decision orally, or invite the Dean or the Director to do so.

VIII. FACULTY SALARY PAYMENT PROCEDURES AND BENEFITS

This section contains a general statement of procedures used in the payment of salaries, along with information about the benefits that attend appointments to the Faculty. Additional benefits information is available at the Human Resources website. The benefits information in this *Handbook* and on the Human Resources website is subject to the terms of the applicable plan or policy, and those terms shall control if there are any inconsistencies between such information and those terms. The College reserves the right to modify or terminate its benefits. Any questions regarding benefits should be addressed to Human Resources.

Full-time and part-time faculty, having half-time or greater appointments, are eligible for benefits. Faculty with less than half-time appointments may be granted non-monetary benefits but are not eligible for most benefits. Normally, full-time faculty teach five full-credit courses or their equivalent in an academic year.

In certain circumstances, some of the benefits described below could be taxable.

A. Salary Payment

Members of the Faculty, whether full- or part-time, normally are appointed effective July 1 and are paid at the end of each month in twelve equal installments. When salary adjustments are made, they become effective on July 1 with the adjustment reflected in the payment received on July 31.

New members of the Faculty receive the first two salary installments (July 31 and August 31) as a partial advance against services to be rendered in the forthcoming academic year. If for any reason the new faculty member cannot serve, the faculty member must return such a salary advance under terms agreed to with the Dean.

Salaries or stipends for Lecturers are paid in a manner agreed to mutually by the Lecturer and the Dean. Research Associates are supported by external grants.

Upon request, directed to the Payroll Office, members of the Faculty may have their salary checks deposited by the College in their personal accounts at any bank or financial institution that has a Transit Routing Number.

B. Benefits for Full-Time Faculty Members

- 1. Moving Expenses.** Allowances against moving expenses are authorized at the time of initial appointment for new members of the Faculty. Moving allowances are intended to help offset the cost of relocation, and may not exceed the total moving expenses as defined by the College. In most instances, moving allowances will be less than expenses. The amount of the allowance is determined primarily by the distance of the old residence from the College and is set forth in the letter of appointment to the faculty member. Accounting for moving expenses and claims for reimbursement should be submitted to the Business Office immediately after the move has been completed.

Moving expenses are defined by the College as including the actual charge for transportation of household effects, furnishings, and personal belongings, and charges for packing and for in-transit storage. They also include expenses incurred in travel from

the former to the new residence, such as transportation mileage at the current IRS rate for moving purposes (or the cost of gas), and lodging for the faculty member and her or his family, but only for one trip from the old residence to Clinton. Meal expenses are not reimbursable. The moving allowance for a less than full time faculty member will be prorated.

- 2. Health Insurance.** Faculty members can obtain health insurance coverage through the College's Group Insurance Plan. Plan booklets and enrollment forms for all of the options under the Plan are available from Human Resources. Individuals may waive coverage through the College and receive an opt-out credit, provided they can produce evidence of coverage under another health insurance plan.

The College's contribution to health insurance coverage is based on the faculty member's salary and the coverage selected. Individuals may elect a change in their health insurance during the College's open enrollment period in November of each year. Changes shall become effective on January 1. A change may be made during the year if a life event occurs that is considered a qualifying "change in status," as determined by federal guidelines.

- 3. Voluntary Benefit Program.** Faculty may seek coverage under the College's voluntary dental and vision plans in which employees pay the full cost for the coverage selected. Benefit outlines and enrollment details for both plans are available in Human Resources.
- 4. Group Insurance Plan.** The College's Group Insurance Plan allows individuals to pay their portion of their health, dental, and vision insurance premium with before-tax dollars. The Plan also provides for Flexible Spending Accounts that allow payment with before-tax dollars for qualified dependent care expenses and health expenses not otherwise covered by a health insurance plan. Information regarding this Plan is available from Human Resources.
- 5. Group Term Life Insurance.** The College pays the full cost of basic coverage equivalent to one year's salary. Supplemental group term coverage is available in the amount of one-and-one-half or three times annual salary at the expense of the employee. Total coverage is currently limited to \$500,000. Both basic and supplemental coverage include an accidental death and dismemberment provision. Conversion to a personal policy is available at the time of retirement or termination, at which time the full cost is assumed by the individual insured.
- 6. Retirement Program.** After one year of service at Hamilton, a faculty member shall receive from the College a contribution of 10% of earnings (as defined in the plan) to a 403(b) account with TIAA-CREF or Fidelity Investments, subject to satisfying the applicable requirements of the plan. This benefit accrues as salary is paid, and no individual contribution is required. Contributions are not taxed until they are distributed from the Plan. Vesting is immediate upon enrollment in the plan. Current information regarding this benefit and the options available may be obtained from Human Resources.

Faculty may at any time make their own contributions on a tax-deferred basis to a 403(b) account with TIAA-CREF or Fidelity Investments. Federal law sets the maximum contribution allowed under these plans and the penalties imposed for withdrawals prior

to age fifty-nine and one-half. Detailed information about these programs is available from Human Resources.

7. **Group Long-Term Disability Benefits.** Faculty members are covered under the Group Long-Term Disability Benefits Plan after they have been employed by the College for one year in an eligible position. The College pays the full cost of the coverage. New faculty members who have been enrolled elsewhere in a similar plan within three months preceding the date of appointment at Hamilton are eligible for immediate coverage, subject to satisfying the applicable requirements of the plan.
8. **Travel Accident Insurance.** Faculty members are provided with Travel Accident Insurance at no cost. The benefit is a single payment of \$100,000 payable to the faculty member's designated beneficiary in the event of death while traveling on College business. The College also provides "global assist" coverage for those traveling outside the United States. This coverage provides global general liability, additional accidental death and dismemberment benefit, kidnap, ransom, transportation, and repatriation.
9. **Workers' Compensation.** All employees are insured under the Workers' Compensation Law against illness or injury incurred in the course of or arising directly out of their employment, with the entire cost borne by the College. To avoid possible loss of benefits, employees should report all job-related illnesses or injuries to Human Resources promptly, whether or not the situation involves the loss of working time or requires medical attention.
10. **Funds for Entertaining Students.** Faculty members shall be reimbursed for student entertainment expenses by forwarding original receipts to the Dean. All requests for reimbursement must be made by January 15 for the fall semester and June 30 for the spring semester. The amount allowable for reimbursement shall be determined by the Dean.
11. **Faculty Housing.** The College has a limited number of rental housing units located on or near the campus. Priority is based on rank and then time within rank. For new faculty, priority is based on the rank of the appointment and the date one accepts the appointment in writing. Faculty may rent college housing for seven years from the date of first appointment. Inquiries regarding rental housing should be addressed to the Assistant Director, Auxiliary Services. It is also possible from time to time to purchase houses under the control of the College. Inquiries regarding housing should be addressed to the Director, Auxiliary Services.
12. **Domestic Partners.** The College shall recognize same- or opposite-sex domestic partners as spousal equivalents for purposes of benefit administration, to the extent permitted by law and subject to the requirements of the applicable benefit plans. In addition, any children of qualified domestic partners shall be eligible for benefits on the same basis as children of married spouses, to the extent permitted by law and subject to the requirements of the applicable benefit plans. These benefits include, but are not limited to, College ID card privileges, coverage under the College's health insurance program (subject to meeting specific dependency criteria established by carriers), eligibility for tuition-remission plans for spouses and dependent children, and consideration of requests for personal leave in the case of death or serious illness of a partner or dependent children. To qualify for coverage, both members of the partnership must

complete and sign an Acknowledgment of Domestic Partnership form, which sets forth the requirements of a domestic partnership for this purpose.

- 13. Tuition Grant Program for Dependent Children.** The College provides tuition grants for eligible dependent children of faculty members who have completed at least three years of continuous benefit-eligible service. A Tuition Grant is equivalent to 50% of the tuition of the eligible educational institution attended, including Hamilton, not to exceed 50% of Hamilton's then-current tuition. Eligible institutions include colleges, universities, vocational schools, or other post secondary educational institutions. The Tuition Grant is available for up to four academic years (eight semesters or twelve trimesters) of undergraduate education for each eligible dependent child. Hamilton's Tuition Grant and tuition payments from all sources (including New York State TAP payments) cannot exceed 100% of tuition of the institution attended.

For faculty who accepted employment at the College prior to June 3, 2000, the following plan provisions will apply: eligible dependent children who qualify for admission to Hamilton shall receive full remission of tuition charges at Hamilton for up to but not more than four years, less any scholarships awarded from sources that are restricted to tuition only. Eligible dependent children studying at other accredited eligible educational institutions shall receive a Tuition Grant equivalent to the lesser of the cost of the tuition of the institution attended or 50% of Hamilton's then current tuition.

In the event of the death or disability of an eligible employee, eligible dependent children at the time of the death or disability will remain eligible for benefits provided the employee has completed at least ten years of regular, half-time or more employment with the College. In the event of the retirement of an eligible employee, eligible dependent children at the time of the retirement will remain eligible for benefits provided the employee has a combination of age and years of service equaling at least 75 at the time of retirement. A faculty member who leaves the College and who is not entitled to a benefit under the death, disability or retirement provisions outlined above is responsible for reimbursing Hamilton for a prorated portion of any Tuition Grant received for the current term. Detailed information about this program is available from Human Resources.

- 14. Scholarship Plan for the Spouse of Faculty.** The spouse or qualified domestic partner of a full-time member of the Faculty who does not have a Bachelors degree may take courses at the College without charge on a full-time or part-time basis and may qualify for a degree from the College. Spouses holding a Bachelor's degree may take courses at the College without charge on a part-time basis (two courses per semester). Application to take courses should be made through the Associate Director of Human Resources. A spouse or qualified domestic partner interested in becoming a matriculated student must complete the normal admission process. No tuition scholarship is provided for study elsewhere.
- 15. Auditing Classes.** Faculty members may audit one course per semester on campus with the instructor's permission. Faculty members must complete paperwork in Human Resources before making arrangements with the Registrar to be enrolled as an auditor. A

spouse or qualified domestic partner may also audit courses and must follow the registration procedures as outlined for faculty members. This benefit is provided on a space-available basis after all regular Hamilton students have registered.

- 16. Athletic Facilities.** Subject to such regulations as may be issued from time to time by the Department of Physical Education, members of the Faculty and their immediate families may use the athletic facilities of the College without charge, provided that use does not interfere with practice sessions, scheduled games, and classes in physical education. Facilities include, in season, tennis courts, a golf course, squash and racquet-ball courts, a swimming pool, and an ice-skating rink. Children under twelve years of age require adult supervision while using College facilities; moreover, dependents of junior- and senior high school age may be asked to produce identification or to be escorted by a matriculated student, faculty, or staff member.
- 17. Use of College Buildings and Library.** The Chapel may be used by the Faculty and their immediate families for weddings and funerals, provided that there is no interference with other scheduled events. Arrangements for weddings should be made well in advance with the Director of Summer Programs/Conference Services. Classrooms, meeting rooms, lounges and other public areas on campus may be reserved using the Events Calendar under the “News, Sports, Events” tab on the Hamilton website. Faculty spouses or qualified domestic partners shall be granted library privileges.
- 18. Credit Union.** All members of the faculty and their families, including qualified domestic partners, are eligible for membership in the First Source Federal Credit Union or ACCESS Federal Credit Union. Information regarding the services available, account applications and payroll deduction forms may be obtained by contacting the credit union directly. First Source’s main office is located at 4451 Commercial Drive, New Hartford, New York 13413, (315) 735-8571 (www.fsource.org). ACCESS Federal Credit Union is located at 6 Franklin Avenue, Clinton, (315) 557-1000 (www.accessfcu.org).
- 19. Computer Loan Program.** Faculty may obtain interest-free loans for the purchase of personal computers. Computers may be purchased through the College Store (at reduced educational prices) or from an outside vendor. Borrowers may receive a loan for 75% of the purchase price up to \$3,200. The duration of the loan may not exceed three years, and loan payments are made in equal installments through payroll deduction. For more information about the loan program contact the Assistant Controller, ext. 4376.

C. Benefits of Part-Time Faculty Members

Faculty members who teach less than full-time, but not less than half-time, normally receive the same benefits as full-time faculty members with the exception of moving expenses, tuition benefits, and the College contribution to health insurance, which are prorated.

D. Benefits of Lecturers and Research Associates

These faculty do not receive benefits except the use of athletic facilities, use of College buildings, a prorated student entertainment allowance, and travel accident insurance of \$50,000. They may make voluntary contributions on a tax-deferred basis to a 403(b) account with TIAA-CREF or Fidelity Investments (see Section B. 6).

IX. POLICIES RELATED TO FACULTY PROFESSIONAL ACTIVITIES

A. Endowed and Named Chairs

Hamilton College has a number of Chairs to which individual members of the Faculty are appointed by the President. Appointment to a Chair is an honor reflecting the special distinction that the holder of the Chair brings to the College and his or her profession. Many Chairs serve specific functions stipulated in the endowment or will of the donor, but several are without restriction. Appointments are normally for a fixed term, but they may be renewed.

B. Retirement

There is no mandatory retirement age for faculty members. Individuals contemplating retirement should contact the Dean regarding retirement options available based on one's age and service to the College. At retirement a faculty member is designated *Emeritus* or *Emerita*.

C. Supplementary Compensation

The salary paid an individual represents full compensation for her or his total academic year obligation to the institution, whether in regularly scheduled instructional commitments, personal research, or participation on College committees and other activities. Members of the Faculty are free to accept honoraria and consulting fees paid from sources beyond the College. Off-campus consulting must not involve absence from the campus for more than two class days a month, except by special arrangement with the Dean. Members of the Faculty are free to supplement their salaries during the summer months. When the source of the supplement is a research grant, the amount of the salary supplement usually is determined by the granting agency, but it may not exceed three-ninths of the current salary paid by the College to members of the Faculty who hold full-time appointments. The College does not contribute to retirement for supplementary salaries paid outside of Hamilton payroll.

D. Statement on Sponsored Activities and Procedures

The College, through the Faculty and Officers of Administration, has the responsibility of judging the merit and the relevance of sponsored activities, such as research, special educational and training programs, and summer institutes and of approving such activities.

Sponsored activities should contribute to, rather than distort, the orderly development and growth of the College's central objectives as a liberal arts institution. Sponsored activities should be proposed and carried out within regular departments or programs of the College, or through cooperation of several departments or programs, or through special administrative arrangements that will ensure that the activity will be related effectively to the regular programs of the College and will serve the purposes of the institution.

The terms of the contract, grant, or gift in support of sponsored activity should permit the principal investigator or project director and the College to exercise administrative authority and responsibility for the activity, and they must permit publication of results (except for ethical constraint upon certain kinds of information). Finally, Hamilton College cannot undertake the responsibilities for activities for which the resources and

support are not available to meet fully the explicit and implied objectives of the sponsored arrangements.

- 1. Procedures for Submission of Proposals.** The typical proposal results from the interest of a small number of faculty members or a single individual. Preliminary discussions should be held between the principal investigator or project director and the department/program chair. Such dialogue is necessary not only to keep the chair informed, but also to advise her or him of any special requirement which might be needed to support the project, such as space, secretarial and technical assistance, or special equipment.

The principal investigator or project director is encouraged to consult with the Associate Dean or the Office of Foundation, Corporate, and Government Relations who may suggest specific sources of support, offer advice on the criteria stated earlier, and provide assistance in the preparation of a budget. The principal investigator or project director must complete the Hamilton College Grant Proposal Endorsement Form (available in the Office of the Dean) to be signed by the chair of her or his department or program. The final proposal and completed endorsement form must be forwarded to the Dean, who shall serve as official signatory for the College. The completed proposal may be forwarded to the granting agency by the Dean or, at her or his request, by the principal investigator or project director. A copy of all proposals shall be filed with the Offices of the Dean and the Vice President, Administration and Finance.

Procedures relating to notice of awards vary among agencies, but principal investigators are obliged to forward copies of notices of award to the Dean and the Vice President, Administration and Finance.

- 2. Review Boards.** Pursuant to federal and state laws, the College has submitted a formal assurance to the Department of Health and Human Services for federally funded research investigations involving human and animal subjects, and a similar assurance to the New York State Department of Health. These assurances provide for the local review of such projects to ensure that the rights, welfare, and privacy of subjects will be adequately protected, that any physical and psychological risk will be outweighed by the potential benefits to be gained, and that informed consent will be obtained when human subjects are judged to be at risk. (See Section IV, C. 7, 8, 9, and 10.)
- 3. Drug-Free Workplace Policy.** Hamilton College is committed to the development and maintenance of a drug-free environment and, in accordance with the Drug-Free Workplace Act of 1988, will not tolerate the unlawful possession and use of controlled substances on its premises. The unlawful manufacture, distribution, dispensation, possession, or use of controlled substances is prohibited in and on property owned by Hamilton College.

Compliance with the provisions of this policy shall be a condition of employment. Disciplinary action up to and including termination of employment or satisfactory participation in a drug rehabilitation program may be required of any employee who is found to be in violation of this policy.

In compliance with the Drug-Free Workplace Act of 1988, any individual must notify the Director of Human Resources within five calendar days of a conviction of any criminal drug statute violation which has occurred in or on the workplace premises.

The College's efforts to establish and maintain a drug-free workplace will include providing ongoing drug awareness educational programs and dissemination of drug awareness information as well as implementation and strict enforcement of this policy. The Office of Counseling and Psychological Services will provide information and assistance to individuals with drug-related concerns and provide appropriate referrals for rehabilitation.

Details of these policies as well as a summary of New York State laws governing alcohol, legal sanctions pertaining to drug use, health risks associated with use, available educational programs, and alcohol and other drug counseling and treatment programs appear in the *Student Handbook*, copies of which are available in the Office of Human Resources.

E. Periodic Leave Policy and Procedures

The periodic leave program is part of the College's continuing effort to support and encourage faculty development. A periodic leave provides an opportunity for professional growth. It is a privilege granted to those who are eligible and whose plans are approved by the Dean and the Committee on Appointments. The program is designed to free faculty members from normal teaching, advising, and College service in order that they may pursue scholarly and professional goals that enhance their effectiveness as teaching scholars.

The replacement of faculty members on periodic leaves will be determined by a combined consideration of curricular integrity, instructional continuity, and fiscal responsibility.

- 1. Purpose.** Periodic leave is granted on recommendation of the President after consultation with the Dean and the Committee on Appointments. Such leaves ordinarily may not be used to teach at other institutions, to accept a regular salaried post in government or industry, or to engage in other contractual agreements that will interfere with the proposed professional activity. Should special opportunities arise during a periodic leave which might have particular benefit for a faculty member, approval for accepting such opportunities must be obtained from the Dean.
- 2. Eligibility.** Eligibility to apply for a periodic leave is determined by the number of semesters of teaching. Personal leaves of absence from the College, whether spent in teaching or research activities, normally will not count as service to the College in determining eligibility for periodic leaves.

Tenured faculty are eligible to request, through application to the Dean and the Committee on Appointments, a one-term leave without reduction in their normal salary or a one-year leave at half of their normal salary, after each ten semesters at the College.

Tenure-track faculty who have been reappointed are eligible to request, through application to the Dean and the Committee on Appointments, a one-term leave

without reduction in their normal salary or a one-year leave at half of their normal salary, after their first six semesters at the College.

Eligibility and scheduling of leaves for faculty who come to the College with prior teaching experience will be determined at the time of appointment. All leaves must be taken in the two-course term of an annual five-course faculty teaching load. Benefits remain in effect for the duration of the leave, subject to satisfying the requirements of the applicable plans and such other requirements as may be established by the Office of Human Resources. **When receiving half salary, benefits shall be continued as follows: the College's retirement contribution and life insurance benefit shall be based on half salary. Health insurance premiums shall be based on leave salary and pre-leave work schedule percentage. Long-term disability coverage shall be based on full salary.**²

In order to allow flexibility to individuals and departments or programs in planning for leaves, it will be permissible to delay a leave for up to two years without prejudice about the timing of a subsequent leave. When fourteen terms of teaching service have accrued, however, further accrual does not occur until a leave has been taken.

The granting of a periodic leave shall depend upon the necessary period of teaching, an evaluation of the prospects for the successful completion of the leave activities, and the value of those activities for the faculty member and the College. Consideration shall also be given to the leave pattern in the department or program.

- 3. Procedure.** Applications for periodic leave should be made to the Dean and the Committee on Appointments by June 1, and at least one full calendar year in advance of the beginning of the academic year for which the leave is sought.

The application should contain a clear statement of the type of leave requested, the proposed financial arrangements, and a description of intended activities during the leave, including some indication of the anticipated benefits. The proposal should also describe the relation of the planned activities to previous research and scholarly pursuits, professional growth, and teaching and course development in the future.

The College encourages members of the Faculty to seek outside funds from government agencies and foundations. Copies of any grant or fellowship proposals should be submitted as part of a faculty member's leave application. A faculty member granted a periodic leave who also receives modest outside funding may apply to the Dean for additional support to defray the cost of a full year's leave. While in such instances the College's support can only be partial, the Dean shall seek, within reason and available resources, to be as supportive as possible.

All faculty members who are granted periodic leaves are expected, on their return, to provide a brief written report on their professional activities to the Dean.

F. Personal Leaves

Leaves from teaching duties are provided: (i) to permit faculty members to engage in activities that shall enhance their competence as teachers and scholars at Hamilton; and (ii) for reasons of health, disability, or other personal necessity. Requests for personal

² Material in red pending faculty vote.

leaves of absence should be directed in writing to both the department and program chair and to the Dean.

- 1. Leaves for Professional Activity.** Leaves of absence from teaching duties without compensation from Hamilton to pursue activities that shall enhance a faculty member's professional development may be requested by a faculty member who shall normally have been in residence and teaching for three consecutive academic years before the requested leave. Approval of requests shall be based on the ability of the department or program to meet its obligations and on the significance of the proposed leave to the faculty member and to the College.

In order to allow for adequate consideration, preliminary application for unpaid leave, addressed to both the chair of the faculty member's department or program and to the Dean, should be submitted well in advance of the time when the leave would occur, preferably by November 15 of the year preceding the requested leave, or as soon thereafter as possible. Requests for extensions of leaves of absence beyond one year require special justification and unusual circumstances such as those that result in exceptional professional opportunities for the faculty member or those that clearly benefit the College. Such leaves shall be limited to an uninterrupted period not to exceed two years.

Leaves of absence of any length for untenured faculty may postpone a tenure review by one year at the option of the faculty member. Arrangements for postponement of the tenure review must be made with the Dean in advance of the leave. For faculty members in renewable and term positions, a personal leave shall be considered part of the duration of the contract.

Faculty members on personal leave for professional activity normally do not receive benefits, but may continue their health, life, and long term disability insurance benefits, but the full cost of any benefit elected shall be paid for by the faculty member. When a faculty member has received a competitive grant for scholarship that covers salary but not benefits, the College shall continue to provide the standard benefits to the extent permitted under regulatory guidelines and subject to the requirements of the applicable plans.

- 2. Leaves of Absence or Reductions of Duties for Illness and Disability.** The College shall provide leaves of absence with salary and benefits, through formal or informal arrangements, for short and long-term disabilities. Leaves with salary shall continue for up to six months following the commencement of a disability caused by illness or accident. However, such leaves shall not continue beyond the end of a term contract, or after the date the faculty member qualifies for benefits under the College's long-term disability plan.

The timing and duration of the leave in such cases shall be determined by mutual agreement between the faculty member and the Dean. When the Dean and the faculty member disagree on the need for a disability leave, the College shall request the opinion of licensed physicians or clinical psychologists. Under these circumstances, at the College's expense, a panel of three licensed physicians or clinical psychologists (the panel's professional composition to be determined by the faculty member) shall be asked for a majority judgment, with one selected by the College, one selected by

the faculty member, and a third agreed upon by the first two by mutual agreement between the College and the faculty member.

If a faculty member needs to extend the leave time beyond that originally agreed upon, the extension shall be granted at the discretion of the Dean and normally shall be without salary. The College shall require medical/psychological certification of the faculty member's readiness to resume employment by a three-person panel as described above. At any time in the process, as an alternative to long-term disability leave, the faculty member has the option of negotiating a reduction of teaching duties or a reduction of other responsibilities and duties, and a corresponding reduction in salary. Health and retirement benefits shall be continued during the period of partial disability, subject to the faculty member satisfying the requirements of the applicable plans. The Dean is encouraged to work with department and program chairs to make appropriate accommodation for those permanent members of the Faculty who are partially disabled.

When the Dean and the faculty member negotiating the reduced duty option disagree on the appropriateness of a reduction in teaching responsibilities, the College shall appoint a panel of three licensed physicians or clinical psychologists to arbitrate the matter as described above in the case of disagreement over leave and duration. If at any time in the process the Dean believes that the faculty member is incapable of performing any duties, or requires a further reduction of duties, the Dean shall try to negotiate this with the faculty member. Failing agreement, a panel of physicians or psychologists selected shall be consulted, as described above.

- 3. Maternity Leaves.** Childbirth is legally regarded as creating a disability. The college shall grant maternity leave with full salary and benefits during the period of disability, normally not to exceed eight weeks from the date of birth unless a doctor determines medical need for a longer period. This policy applies to all faculty members regardless of the length of time they have worked for the college. During the maternity leave the faculty member is relieved of all duties, in the classroom and otherwise. Faculty members expecting the birth of a child during the academic year are relieved of primary course supervision for the entire semester surrounding the birth, without loss of salary or benefits. During the portion of the semester prior to the birth or after the maternity leave, the faculty member shall continue other professional activities, such as research, assisting with teaching or supervision of senior and independent study projects, department meetings, committee service, and student advising. The Dean may, as an alternative to a standard maternity leave, approve a one-semester leave with no professional responsibilities at one-half compensation with benefits. Faculty members whose maternity leave occurs during periods when classes are not in session are entitled to a one-semester parental leave. In approving such arrangements, the Dean shall consider the timing of the maternity leave, the well being of the faculty member and her offspring, and the pedagogic and instructional needs of the College.

Faculty members anticipating the birth of a child should discuss their plans with the Dean as soon as possible so that the range of options can be fully explored and arrangements approved. The arrangements approved by the Dean shall be

communicated to both the faculty member and Department Chair or Program Director in writing.

4. **Parental and Adoption Leaves or Reductions of Duties.** The rearing of children shall be considered appropriate grounds for a leave of absence of a semester or more, and such leaves shall be available to both men and women faculty members in non-visiting positions. The College shall provide up to one year's leave without salary or retirement benefits, but with health insurance, to the individual who is: assuming parenting responsibilities of a newborn child (other than those associated with a maternity leave); responding to unusual parental responsibilities; or adopting a child. A faculty member's contribution for health care while on leave with no salary shall continue on pre-leave terms. Faculty are also welcome to apply for a half-time appointment for up to one year at half salary and prorated benefits. A faculty member's contribution for health care while on leave with half salary shall be based on leave salary and pre-leave work schedule. A faculty member may choose a reduction in course load instead of a leave. A one-course reduction in load for one semester shall be without loss of salary or benefits.

A birth mother may be granted both a maternity leave and a successive parental leave.

Approval of requests for extensions of parental, or adoption leaves shall be based on the needs of the faculty member and the pedagogic and instructional needs of the College. Requests for leaves of this nature should be made at least three months in advance except in emergency situations where such notification is impossible, and shall be granted at the discretion of the Dean. The arrangements approved by the Dean shall be communicated to both the faculty member and Department or Program Chair in writing.

Tenure-track and tenured members of the Faculty are eligible for adoption or parental leave (unless already notified of termination). Visiting faculty are not eligible for such leave, even if they have been on the Faculty for over a year.

5. **Maternity Leaves, Parental and Adoption Leaves, and the Tenure Clock.** A faculty member is entitled to stop the tenure clock, with or without taking a full or partial leave of absence, if the faculty member is a primary or coequal caregiver of newborn or newly-adopted children. Consideration for tenure may be delayed for up to one year per child, up to two children, resulting in no more than two one-year extensions of the probationary period. Such arrangements shall be made within one year of birth or adoption for each child, in consultation with the Dean, and shall be confirmed in writing by the Dean to the faculty member and Department Chair.
6. **Leaves of Personal Necessity.** The College recognizes that faculty members may require leaves of absence from teaching duties for one semester or more without compensation in order to address matters of personal necessity such as the care of elderly parents, spouses or eligible domestic partners, or seriously ill children. In such cases every effort shall be made to ensure that faculty members' needs are treated in a humane, supportive, and understanding manner.

Leaves of a semester or longer shall normally occasion a corresponding delay of the tenure decision. The time taken on such leaves shall not count in determining length

of service for other purposes, such as time accrued toward a College-supported leave. The length of the leave (up to one year) must be determined by the faculty member in consultation with the Dean when the request for leave is made; it cannot be left open-ended.

Faculty members on leaves of personal necessity for a semester or more normally do not receive benefits, but may continue their health, life, and long term disability insurance benefits, but the full cost of any benefit elected shall be paid for by the faculty member.

- 7. Family and Medical Leave Act.** Faculty members and the College also have all the rights and responsibilities established by the federal Family and Medical Leave Act of 1993 (FMLA). Under the provisions of the Act, individuals who have been employed at the College for a total of twelve months and worked at least 1,250 hours over the previous twelve months may be eligible for up to twelve weeks of unpaid leave in a twelve-month period in the following circumstances: a faculty member's own serious health condition; the birth or placement for adoption/foster care of a child; the care of a seriously ill child, spouse, or parent; qualifying military exigency provisions; and up to 26 weeks under military caregiver provisions. Applicable periods of leave for illness and disability, maternity, parental, adoption or personal necessity shall run concurrently with FMLA leave and be counted toward the 12-week FMLA maximum (26 weeks if applicable). Specific information regarding your rights and responsibilities under the FMLA and the criteria for granting leaves is available in the Human Resources Office.

G. Changes in Full-Time Status

Any member of the Faculty who holds a full-time appointment may request that her or his appointment be reduced to a part-time appointment of not less than half-time by submitting a written request to the chair of the department or program in which the faculty member holds appointment. The initiative for such reduction shall lie with the faculty member. The request must make clear the reasons why the change is sought and the period during which the change shall apply. This period shall not be shorter than one half of an academic year, nor shall it be longer than the term of the current appointment or two years, whichever is shorter. In general, early requests are more easily accommodated.

The chair shall transmit written requests, along with a departmental or program recommendation, to the Dean. Such temporary reductions as are granted are intended to assist members of the Faculty to engage in professional activities that shall advance their competence as teachers and scholars; to accept special opportunities as consultants or participants in projects related to their professional development, including those sponsored by the Federal government and professional societies; to accept fellowships partially funded by other institutions, agencies, or foundations; to move gradually into retirement; or to meet substantial family responsibilities.

Extensions of the period of part-time status may be requested in writing according to the same procedures. A full-time appointment shall be granted to tenured members of the Faculty at the conclusion of the agreed-upon period or periods. Untenured faculty members shall be granted full-time status at the conclusion of the agreed upon period or

periods, provided that they have been reappointed, but the timing of the tenure decision may be delayed to an extent agreed upon by the faculty member, the chair, and the Dean, before the beginning of the period of part-time service.

Approval of requests shall be granted when there is benefit to the faculty member and to the College. It must be evident that the instructional program shall not be adversely affected by the change and that other faculty members within the department or program are treated fairly with regard to workloads on student advising and teaching, including the number and nature of courses taught.

Faculty members who request and receive a reduction from full-time to part-time status normally are continued with the benefits enumerated in Section VIII, Section B. of the *Faculty Handbook* on a prorated basis (and health care contributions based on work schedule percentage).

H. Travel to Professional Meetings

To encourage faculty to take active parts in their professional societies and make scholarly contributions within their disciplines at such meetings, the College underwrites certain of the expenses involved. The funds available for this purpose are modest and, where possible, faculty members are urged to seek reimbursement for such expenses from other sources.

Subject to the foregoing, members of the Faculty shall be reimbursed for their actual expenses incurred for travel and attendance to one approved professional meeting a year.

Occasionally a faculty member may wish to attend more than one professional meeting a year. In these cases additional sums may be authorized by the Dean, subject to the availability of funds. Priority shall be given to those who are to participate in the program of the meeting, either by presenting a paper, or by serving on a panel or as an officer of the organization.

All requests for funds in support of faculty travel should be directed in writing to the department or program chair for endorsement and transmission to the Dean.

Accounting of expenses should be made promptly upon completion of the trip by use of the expense statement form available in the Office of the Dean and the Business Office. The form must be signed by the traveler and submitted with receipts to the Dean. To satisfy IRS requirements, this statement must show the inclusive dates of the travel, the nature of the business conducted, the kind of transportation used, and the individuals seen at each place. The accounting must be on a day-to-day basis and substantiated by hotel bills for lodging, receipts for transportation as available, except when transportation costs have been billed directly to the College, and details of any other single expenditure of \$25 or more.

I. College Support of Research

Each year limited funds are set aside by the College to assist members of the Faculty in their research activities. Faculty members may request assistance to meet a variety of needs, including travel for research, research assistants, secretarial assistance, reproduction of manuscripts, or the acquisition of special materials and minor equipment. All requests for research assistance should be submitted to the Dean.

J. Statement on Freedom of Expression and Dissent

The right to search for truth, to express both popular and unpopular opinions, and to criticize existing beliefs and institutions is the foundation of intellectual life in a democratic society. Academic citizenship carries with it the added responsibility of preserving free inquiry and open expression for all members of the community.

The College encourages respect for political, religious, ethnic, racial, physical, generational, sexual, and affectional differences because such respect promotes free and open inquiry, independent thought, and mutual understanding. Members of the Faculty are encouraged to express their views on all matters, including controversial, political issues in the public domain. The College furthers this end best by serving as a forum where ideas may be debated and discussed.

Hamilton College believes that open-ended and free inquiry is essential to educational growth. There is a need at all times, but particularly in times of crisis, for intelligent persons to make their considered opinions known. Whenever the freedom of inquiry or the liberty of artistic expression is compromised, the intellectual life of the College is threatened.

When speaking as citizens or as individuals, the Faculty should take every effort to indicate that they are not speaking for the College.

K. Statement on Coeducation

Hamilton College is committed to providing an equal educational opportunity for all students and expects its faculty to promote an environment free of gender bias in the classroom, in grading, and in advising. Students must be permitted to learn without being constrained either by overt or covert differential treatment on the basis of gender, or by exposure to actions that demean or demoralize either women or men. Advising must provide equal treatment so that all students can be assured of equal access to an education at Hamilton and to careers after graduation.

X. REVIEW AND APPEALS PROCEDURES

A. Non-Renewal of Appointment or Failure to Promote

Hamilton College recognizes and endorses the importance of academic due process and of providing a procedure for assuring fair consideration of grievances without fear of prejudice or reprisal.

1. Grounds for Appeal. There are two grounds for appeal:

- a. Inadequate Consideration is defined as a material violation of the procedural steps stated in the *Faculty Handbook*, including: (1) inadequate consideration of the relevant evidence, including failure to apply relevant standards and procedures; and (2) failure to exclude irrelevant or improper evidence.
- b. Improper Consideration is defined as a violation of academic freedom, or discrimination with regard to race, color, creed, sex, national origin, age, marital status, sexual orientation, or disability, or use of bases irrelevant to the *Faculty Handbook's* criteria for reappointment, tenure, and promotion.

The aim of an appeal is to determine if there were errors of such kind and weight as to have affected the outcome of the case. An appeal may not be made to challenge judgments reached by legitimate parties to the decision based on adequate evidence and proper considerations.

2. Appeal Procedure. Notification of a decision against reappointment, tenure, or promotion, including detailed reasons for the decision, shall be confirmed in writing by the President or the Dean within ten days of the decision.

Should the faculty member decide to ask for a formal appeal, he or she may petition in writing to the Secretary of the Faculty to initiate such a proceeding. The petition must be received within forty-five days following the receipt of the President's or Dean's written statement. It must state why the petitioner believes consideration has been inadequate or improper.

In preparing a petition, the faculty member may gain access to copies of the formal recommendations of (1) the faculty member's department or program signed by all the voting members of her or his department or program, (2) the Dean, and (3) the Committee on Appointments, by submitting a written memorandum to the Secretary of the Faculty stating the faculty member's intention to appeal and requesting copies of these materials. Within three days of receipt of a written request, the Secretary of the Faculty shall ask the Dean to send copies of the formal recommendations promptly to the faculty member. The Dean shall provide the requested copies within a week of receipt of the request from the Secretary of the Faculty. The faculty member shall not have access to other material in her or his reappointment, tenure, or promotion file at this stage of the proceeding.

The petition must also state that the faculty member agrees to the presentation for consideration by an Appeals Committee of any evidence that has been used to arrive at the decision.

Upon receipt of the petition, within twenty days the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, form an

Appeals Committee by drawing three Appeals Board members by lot from among those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

No member of the Faculty Appeals Board who has participated in the making of the decision being appealed, who is a member of the petitioner's department or interdisciplinary program committee, who will be on leave during such time the appeal will be considered, or whose selection poses a conflict of interest as determined by the Appeals Board member shall serve on the Appeals Committee. If a complete Appeals Committee cannot be formed from those eligible to be drawn by lot from the Appeals Board, the remaining Appeals Committee membership shall be selected by lot from among those who first served on an Appeals Committee during the current term of the Appeals Board.

If at any time a member of an Appeals Committee is unable to serve, then the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, select a replacement faculty member by lot from those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

Once the Committee has been formed, the Dean shall provide the members with copies of the petition, as well as copies of the formal recommendations if they were requested by the faculty member in preparing her or his petition. The Dean shall be given twenty days after being notified of the formation of the Appeals Committee to send it a written response to the petition.

- 3. Role of the Appeals Committee.** The Committee shall conduct a preliminary investigation to determine whether what is alleged in the faculty member's petition, in light of the formal recommendations and the Dean's response, constitutes inadequate or improper consideration.

The Committee may decide by majority vote to dismiss the appeal on the basis that insufficient grounds of improper consideration or materially inadequate consideration have been alleged by the faculty member, or it may recommend a thorough and more formal consideration of the allegations in the form of a hearing.

The chair of the Appeals Committee shall notify in writing the parties to the dispute (i.e., the faculty member and the Dean) and the President of the Appeals Committee's decision and, if it decides to proceed to a hearing, of the time and place of such a hearing. If the Committee decides to dismiss the appeal after its preliminary investigation, it shall explain in writing to both the petitioner and the Dean why the charges were insufficient to warrant formal consideration.

Once the Appeals Committee decides to proceed to a formal hearing, the Dean shall provide the Committee with three complete copies of the faculty member's reappointment, tenure, or promotion file.

The Appeals Committee is charged with the responsibility of conducting a full, fair, and impartial hearing of the dispute. The purpose of the hearing is to receive and hear evidence and arguments from the parties, and to decide whether inadequate or improper consideration occurred.

Any document that the Committee determines tends to prove or disprove a specific allegation in the faculty member's petition or the Dean's response shall be made available to the parties, subject, however, to any Committee decision to edit from the document names or other matter not related to a specific allegation.

- 4. Appeals Hearing.** The hearing shall be closed to the public and the parties shall not be represented by legal counsel. The faculty member may be accompanied by an advisor of her or his own choice selected from the College Faculty. The advisor may participate in the hearing. All evidence and arguments presented before the Appeals Committee must be heard in the presence of the faculty member and the Dean. The Appeals Committee shall follow procedures it deems appropriate to reach an expeditious and satisfactory resolution of the questions under consideration. The Appeals Committee shall have the power to declare, by majority vote, that certain information provided during the course of the hearings shall be considered confidential by all parties. The Appeals Committee shall take such action only when necessary to protect disinterested parties or to protect the integrity of the reappointment, tenure, and promotion process. Under all circumstances, the parties shall have the right to share even such confidential information with legal counsel, spouses or partners, and the President and Board of Trustees.

The Appeals Committee must make a verbatim record by stenography of the proceedings for the purpose of reviewing testimony.

- 5. Hearing Results.** After the conclusion of the hearing, the three members of the Appeals Committee shall make a determination by a majority vote. The Committee shall make a written statement of its determination and its recommendations. Copies of this document shall be transmitted to the faculty member, the Dean, the President, and others at the discretion of the President.

This document shall include a determination of the merits of the faculty member's claims and such recommendations as may lead to the resolution of the dispute. If no two members of the Appeals Committee can concur, the Committee shall state that it could make no determination.

In cases of alleged inadequacy of consideration, the Appeals Committee shall reach a judgment whether parties to the decision were responsible for (1) inadequate consideration of the relevant evidence, including failure to apply relevant standards and procedures, or (2) failure to exclude irrelevant or improper evidence.

In cases of alleged impropriety, the Appeals Committee shall determine whether the evidence and testimony of the hearing reasonably establish the claim of improper consideration.

If the Appeals Committee finds improper consideration or materially inadequate consideration, it shall recommend to the President a full rehearing or a presidential

reconsideration of the decision. The Committee's report may also suggest steps to be taken in a new review to rectify the inadequacy or impropriety it has identified.

Finally, the President shall render a decision after considering the recommendations of the Committee and shall transmit a written copy thereof to all parties directly involved in the dispute.

B. Termination of Appointment for Institutional Cause

The Trustees and Faculty of Hamilton College agree that the principle of academic freedom is fundamental to the life and work of the institution and all who serve it in the responsible performance of teaching and scholarly pursuits. The Trustees and Faculty accept the principle of academic tenure as a means conducive to that independence of mind and speech essential to higher learning in a free society. Academic tenure is a status that presupposes rigorous, sustained, professional preparation and performance, and the obligation on the individual's part to work according to the spirit and methods of responsible inquiry and teaching.

Termination of an appointment with tenure, or of a non-tenured appointment before the end of the specified term, may be effected by the College upon due notice, but only for adequate institutional cause. The burden of proof that adequate cause exists rests with the College and shall be satisfied only by a preponderance of the evidence considered as a whole.

- 1. Grounds for Termination.** There are two grounds for institutional cause: *bona fide* financial exigency, and discontinuation of a program or department. Terminations for reasons of financial exigency normally shall be made in order of increasing seniority by rank, and within rank, inversely with length of service.
- 2. Appeal Procedure.** Where termination of an appointment with tenure, or of a non-tenured appointment before the end of a specified term, is based upon either *bona fide* financial exigency or discontinuation of a program or department, the President shall notify the faculty member in writing of the terminal date and the institutional grounds for termination; and, in such cases, no member of the Faculty in the rank of Instructor or above shall have less than six months' notice. For a faculty member who has completed two or more years of service to the College, at least one year's notice shall be given.

If an appointment is terminated before the end of the period of appointment because of financial exigency or discontinuation of a program or department, the released faculty member's place shall not be filled by a replacement within a period of three years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it. Further, before terminating an appointment because of discontinuation of a program or department of instruction, the institution shall make every reasonable effort to place affected faculty in other suitable positions.

If he or she requests, a faculty member who received notice of termination because of *bona fide* financial exigency or discontinuation of a program or department of instruction shall be advised orally by the Dean of the detailed reasons that contributed

to the decision. Should the faculty member believe that the College failed to establish adequate cause, he or she may request the Dean to state in writing with reasonable particularity the factors that contributed to the decision.

Should a written statement be provided and the faculty member still believe that the College failed to establish proof of adequate cause, he or she may petition in writing the Secretary of the Faculty to initiate a formal appeal of the decision. The petition must be received within thirty days following the receipt of the written statement of particulars, and it must state that the petitioner agrees to the presentation for consideration by an Appeals Committee of such reasons and documents as the College (through the Dean) may adduce in support of its decision, it being understood that the Appeals Committee, in order to discharge its responsibility, must have access to whatever information the College weighed in reaching its decision.

Upon receipt of the petition, within thirty days the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, form an Appeals Committee by drawing three Faculty Appeals Board members by lot from among those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

No member of the Faculty Appeals Board who will be on leave during such time the appeal will be considered or whose selection poses a conflict of interest as determined by the Appeals Board member shall serve on the Appeals Committee. If a complete Appeals Committee cannot be formed from those eligible to be drawn by lot from the Appeals Board, the remaining Appeals Committee membership shall be selected by lot from among those who first served on an Appeals Committee during the current term of the Appeals Board.

If at any time a member of an Appeals Committee is unable to serve, then the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, select a replacement faculty member by lot from those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

A copy of the petition shall be delivered to the Appeals Committee and to the Dean as soon as the Appeals Committee is convened. The Appeals Committee shall conduct a formal hearing of the allegation contained in the petition as a Tribunal governed by Section E., Hearing Procedures, set forth hereafter.

C. Termination of Appointment for Incapacity

Termination of an appointment with tenure, or of a non-tenured appointment before the end of the specified term, may be effected by the College upon due notice for incapacity, as determined on the basis of clear and convincing medical evidence. The decision to terminate shall be reached only after there has been appropriate consultation by the faculty member, or her or his representative, with the Dean and the President. Notice of

termination shall be given in writing by the President, but the reasons for termination shall not be included in the notice except at the request of the faculty member or her or his representative. No member of the Faculty at the rank of Instructor or above shall have less than six months' notice, and for a faculty member who has completed two or more years of service to the College, one year's notice shall be given. The President may grant a leave to the faculty member for all or part of the period between written notice of termination and the termination date, but salary and benefits in effect at the time written notice was given shall continue until the date of termination.

If the person whose appointment is being terminated so desires, he or she may petition in writing the Faculty Secretary to initiate a formal appeal of the decision. The petition must be received within thirty days following the receipt of written notice of termination. Upon receipt of the petition, within thirty days the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, form an Appeals Committee by drawing three Faculty Appeals Board members by lot from among those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

No member of the Faculty Appeals Board who will be on leave during such time the appeal will be considered or whose selection poses a conflict of interest as determined by the Appeals Board member shall serve on the Appeals Committee. If a complete Appeals Committee cannot be formed from those eligible to be drawn by lot from the Appeals Board, the remaining Appeals Committee membership shall be selected by lot from among those who first served on an Appeals Committee during the current term of the Appeals Board.

If at any time a member of an Appeals Committee is unable to serve, then the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, select a replacement faculty member by lot from those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

A copy of the petition shall be delivered to the Appeals Committee and to the Dean as soon as the Appeals Committee is convened. The Appeals Committee shall conduct a formal hearing of the allegations. The formal hearing shall be a Tribunal governed by Section E., Hearing Procedures, set forth hereafter.

D. Dismissal or Other Sanctions

Both the Faculty and the Trustees acknowledge their obligation to uphold standards of academic excellence and responsibility. Action against a faculty member for unsatisfactory service thus requires cooperation between the Faculty and the Trustees and may be effected by the College only for adequate cause. Such action may include termination of an appointment with tenure, termination of a non-tenured appointment before the end of its specified term, involuntary leave from College duties, or any other major changes in the conditions of employment that diverge from the ordinary agreements.

To show the existence of adequate cause for dismissal or invocation of some other sanction requires demonstration of the unfitness of the faculty member in her or his professional capacity or in her or his behavior as a member of the Hamilton community. In order to protect academic freedom, while at the same time serving the interests of the College as a community, the procedures following shall be used to determine whether or not adequate cause exists.

1. Procedure

- a. Allegations from any source that adequate cause exists for dismissal or some other sanction shall first be considered by the Dean. If the Dean concludes there is substance to the allegations, he or she shall discuss them with the faculty member concerned in an effort to reach mutually agreeable arrangements.
- b. If mutually agreeable arrangements cannot be made between the Dean and the faculty member, the Dean may then, at her or his discretion, prepare a petition that shall state all pertinent allegations in writing with reasonable particularity, citing their sources and the reasons why, if the allegations are substantially true, they might constitute adequate cause for dismissal or some other sanction. This petition shall be transmitted to the faculty member involved and to the Secretary of the Faculty. Upon receipt of the petition, within thirty days the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, form an Appeals Committee by drawing three Faculty Appeals Board members by lot from among those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

No member of the Faculty Appeals Board who will be on leave during such time the appeal will be considered, or whose selection poses a conflict of interest as determined by the Appeals Board member, or who has assisted substantially in the preparation of a party's case, or who is related to one of the parties shall serve on the Appeals Committee. The faculty member and the Dean shall each have the right to remove one member from the Appeals Committee without stated cause. If a complete Appeals Committee cannot be formed from those eligible to be drawn by lot from the Appeals Board, the remaining Appeals Committee membership shall be selected by lot from among those who first served on an Appeals Committee during the current term of the Appeals Board.

If at any time a member of an Appeals Committee is unable to serve, then the Secretary of the Faculty or her or his designated representative from the Academic Council other than the Dean shall, as witnessed by any member of the Academic Council other than the Dean, select a replacement faculty member by lot from those Appeals Board members who have not served on an Appeals Committee since the Appeals Board term of service began.

A copy of the petition shall be delivered to the Appeals Committee as soon as it is convened. The Appeals Committee shall conduct a formal hearing of the

allegations. The formal hearing shall be a Tribunal governed by Section E., Hearing Procedures, set forth hereafter.

- c. A faculty member may be temporarily suspended only if there is a likelihood of immediate harm either to the faculty member or to others through her or his continuance. Normally this action requires a vote by the Committee on Appointments, but the President may take such action unilaterally. Salary and benefits shall continue during the period of suspension.

E. Hearing Procedures

1. Organization of the Tribunal

- a. Discussion of the case, including discussion of procedural matters, should be strictly limited to occasions when the Tribunal is meeting as a body. In no event should the views of either party be heard by the Tribunal in the absence of the other party.
- b. Two members of the Tribunal shall constitute a quorum, but if possible all three members should meet together. If at any time all three members are not present, it shall be open to either side to postpone the hearing until all three can be present.
- c. The Tribunal shall select a chair from among its members, and the chair shall preside at all sessions of the Tribunal.
- d. All decisions and actions by the Tribunal shall require the approval of at least two members. Written dissenting or concurring opinions are permitted.

2. Parties and Attorneys

- a. The parties to a formal hearing governed by these procedures shall be the faculty member whose rights are in issue (who shall be petitioner in cases when termination for institutional cause is at issue, and respondent when dismissal or other sanction is at issue) and the Dean (who shall be respondent when the faculty member is petitioner, and vice versa).
- b. The Tribunal and the parties to a formal hearing may, but need not, be represented by counsel at all stages.
- c. Parties may present, examine, and object to evidence at their discretion.
- d. Parties and attorneys are admonished not to discuss the proceedings with members of the Tribunal unless the Tribunal is meeting as a body and the adverse party or her or his attorney is present or afforded the opportunity to be present. This does not, however, preclude a party or her or his attorney from reviewing with the chair purely technical matters, such as the names of witnesses, the nature of documents to be introduced at a subsequent hearing, or arranging with the chair for the duplication of documents.
- e. The College shall not select or pay for counsel to the faculty member whose rights are at issue. The College shall not select, but shall pay for, counsel to the Tribunal.

3. General Rules of the Tribunal

- a. The Tribunal shall afford the parties thirty days' written notice, sent to their current mailing address, of the date and time of the first evidentiary session of the hearing. Thereafter oral notice of adjourned sessions shall be sufficient.
- b. All sessions of the Tribunal, whether evidentiary or other, shall be held in a room determined by the Tribunal.
- c. The College shall bear the cost of producing a verbatim written record, which shall be made available to both parties and to the Tribunal. Except for such purposes, no visual or audio recording or broadcasting devices shall be permitted.
- d. The hearing of the Tribunal shall be open to the College community at the request of the faculty member, but the Tribunal may close portions of the hearing or limit the number of observers at its discretion.
- e. All parties, participants, witnesses, and spectators shall observe strict rules of decorum.
- f. The Tribunal shall strive to conduct the hearing as expeditiously as possible.
- g. Parties shall not issue statements, releases, or interviews to the media for the duration of the hearings.
- h. A party shall provide three copies of all papers presented to the Tribunal and provide at least one copy to the adverse party. All copies shall conform to the original paper.

4. Framing of Issues

- a. At least twenty days prior to the first evidentiary session of the hearing, the petitioner shall serve upon the Tribunal and the respondent a written outline consisting of plain and concise statements, in consecutively numbered paragraphs, of sufficient particularity to give the Tribunal and the respondent reasonable notice thereof, of the material transactions, occurrences, events, and omissions intended to be proved at the hearing.
- b. Within ten days after service of the outline, the respondent shall serve upon the Tribunal and the petitioner a written answer either admitting or denying each paragraph in the outline, paragraph by paragraph. All paragraphs not denied shall be deemed admitted. No proof shall be required as to points that are admitted. In addition, the respondent's answer shall contain all affirmative defenses to the charges made in the petition.
- c. Each party's outline of proposed proof, and the other party's answer thereto, shall be dated and signed by the party authoring it.
- d. At any time after receipt of the above papers, either party may object to the relevance of any proposed item of proof. The Tribunal shall make rulings on such objections as early as possible, and in doing so may hear arguments by the two parties.

5. Evidence and Proof

- a. Each party shall present evidence in support of any of her or his points that are denied by the other party. The total evidence shall be considered by the Tribunal in rendering its recommendation to the President. The petitioner may ask the Tribunal for access to information in her or his personnel file if the petitioner believes such information was used in reaching the decision being appealed. This request shall be granted if the Tribunal judges the material relevant to the proceedings.
- b. A party is not required to present evidence about matters that are deemed admitted by the other party.
- c. The order of proof shall be as follows: the petitioner shall first put forward her or his case, followed by the respondent. Thereafter, each shall have an opportunity for rebuttal in the same order. Sur-rebuttal by each side may be permitted at the discretion of the Tribunal, and when permitted, the petitioner shall precede the respondent.
- d. Parties shall be afforded the opportunity to cross-examine adverse witnesses. The Tribunal may receive and may solicit statements of law or custom bearing on the case from individuals or groups with interest and competence in the law or custom, as the case may be, pertinent in academic affairs. In each instance such statements shall immediately be submitted to both parties for study and comment.
- e. The Tribunal may examine witnesses.
- f. Strict legal rules of evidence as existing in the State of New York shall not apply but shall be considered a guide and benchmark for the Tribunal.

6. Findings and Decisions

- a. At the close of the hearings the parties may submit requests to the Tribunal for specific findings based upon the evidence.
- b. The Tribunal shall render its written decision within thirty days after the close of the hearing. In a case where the underlying complaint involves allegations of sexual harassment against the respondent, the Tribunal shall consult with the Sexual Harassment Grievance Board concerning its proposed findings and its recommended disposition of the case.
- c. The written decision shall respond to the parties' requests for findings.
- d. Members of the Tribunal may submit or join in concurring or dissenting opinions.
- e. The decision of the Tribunal shall carry with it a recommendation to the President about the President's disposition of the case.
- f. The decision of the President shall be final and he or she shall communicate the decision and the reasons therefore in writing to both parties.

APPENDIX A: HAMILTON COLLEGE AFFIRMATIVE ACTION POLICY

Overview

Hamilton College is committed to diversity in its workforce among faculty, administration, and other staff. More specifically, and in accordance with federal statutes, Hamilton takes affirmative action (see process below) to identify prospective employees who are qualified for available positions at the College, and who are women, Black, Hispanic or Latino, Asian or Pacific Islander, Native American or Alaskan Native, veterans of the Vietnam Era (and other veterans who have served on active duty on a campaign or expedition for which a campaign badge was authorized), or members of other federally recognized groups. Affirmative action consideration applies to U.S. citizens and to those with permanent resident status.

Furthermore, Hamilton is committed to ensuring equal opportunity and non-discrimination in all of its employment practices, without regard to age, gender, race or ethnicity, nationality, sexual orientation, disability, religion, or marital status. This commitment applies to College practices in hiring, supervision, promotion, and termination.

Roles & Responsibilities

The following administrators have oversight for ensuring that affirmative action procedures are followed:

- a. The Associate Dean of Faculty for faculty members (see department chairs handbook for specific procedures);
- b. Director of Human Resources for administration, staff, and maintenance and operations;
- c. The Executive Assistant to the President for College officers. Additionally, the Executive Assistant to the President is responsible for handling perceived violations of the Affirmative Action Policy; if the perceived violation is related to a College officer, the Director of Human Resources is responsible. The Executive Assistant to the President, or the Director of Human Resources, will involve the President, as needed, in the adjudication process.

All Hamilton College employees who are involved in hiring, supervising, promoting, or terminating any College employee are responsible for upholding and promoting the College's Affirmative Action Policy, and for ensuring an environment that is conducive to achieving a diverse workforce, including attention to working conditions, compensation, retention, and opportunities for advancement.

Process

The College has instituted certain affirmative action hiring procedures. Special attention will be paid to the following: definition of positions; advertising and other means of creating the widest pool of candidates; assessment during the search of the adequacy of representation in the pool; close attention to the decisions as to whom to interview; and substantial consideration of our objectives in the decision to offer the position.

Full-time faculty and College officer positions will be nationally advertised, with the possibility of exceptions for (1) occasional continuation in visiting positions of leave replacement faculty and (2) when a diversity hiring opportunity arises within the federal categories listed above. When there is a vacancy that leads to an advertised search, the appropriate administrator will

assist the hiring supervisor with seeking a diverse pool of candidates. He or she will also review the applicant pool to determine whether members of the protected categories listed above have been afforded thorough consideration, and to encourage additional consideration when appropriate. All searches require collection of affirmative action data for record-keeping and for assistance in diversity recruitment.

All position advertisements will include the language “Hamilton College is an affirmative action, equal opportunity employer and is committed to diversity in all areas of the campus community.” If a staffing reduction is necessary, the appropriate administrator will assist the relevant supervisor(s) with identifying the individuals to be affected.

Reporting

The Dean of Faculty Office will present an annual report on hiring statistics for faculty members to the faculty and to the Executive Assistant to the President.

The Human Resources Office will present an annual report on hiring statistics for administrators, staff, and maintenance and operations to the Executive Assistant to the President.

Complaints

Any alleged violation of the College’s Affirmative Action Policy will be taken seriously by the College. An employee with a complaint should contact the Executive Assistant to the President. (If the complaint involves a College officer, the Director of Human Resources will follow the process as outlined.) The following complaint process will be followed:

1. The Executive Assistant to the President will request a written complaint describing the nature of the alleged violation.
2. The Executive Assistant may request written responses from any individuals identified in the complainant’s statement and must request a written response from any individuals charged with violating the policy.
3. Working with the Office of Human Resources, the Executive Assistant will collect further information from the relevant divisional officer and from other involved parties.
4. In the event that the Executive Assistant to the President believes that a violation has occurred and that the violation is of a magnitude to warrant disciplinary action, he or she will refer the findings to the appropriate senior administrator, who will, if he or she concurs, then invoke the appropriate disciplinary process. In addition, the Executive Assistant to the President and the appropriate senior administrator will ensure that appropriate corrective action is taken in support of the complainant.