

Faculty Handbook

July 2021



Hamilton

PREFACE

Hamilton College provides undergraduates education in an open curriculum, for which the faculty have primary responsibility. The faculty's role as teachers includes providing the structures for courses of study, teaching in-person classes, responding to and evaluating student work, and holding regular office hours in which students may consult them for academic advice. Academic regulations and descriptions of concentrations, minors, and individual courses reside in the College Catalogue.

The *Faculty Handbook* is the College's guide to policies and procedures that directly affect faculty members and which must be commonly agreed among the Faculty, the Dean of Faculty, and the Board of Trustees of Hamilton College. Several other sources contain relevant information. The College Policy website has a drop-down menu with categories of policies: <https://www.hamilton.edu/offices/afs/policies/policies> . Though intended for non-faculty employees, the Employee Handbook describes benefits, such as Facilities Access cards for family members and discounts at the College Store, that also apply to faculty. Universally applicable policies, such as Affirmative Action and the Drug-Free Workplace, appear on the HR website: <https://www.hamilton.edu/offices/human-resources/policies>. The annually updated Red Book details the the faculty meeting schedule, committee membership, and select policies relevant to faculty, such as the voluntary phased retirement program. Many policies and links to request forms and applications can be found on the Dean of Faculty's website: <https://www.hamilton.edu/offices/dof/handbooks-and-forms> . Among those resources, the *Department Chair Handbook* contains policies about funding professional activity, field trips, and accessing speaker funds. The *Faculty Handbook* contains important information regarding personnel issues and faculty governance structures.

The *Handbook* is a living document, in the sense that the policies and procedures represented within are constantly scrutinized for their efficacy in accomplishing what they intend and their accuracy in reflecting practice. It is modified on a near-annual basis by required Faculty vote (except for exempted informational and benefit sections, I, II, and VIII) and ratification by the Board of Trustees.

During 2007–09, the Faculty, led by Academic Council, undertook a comprehensive review and revision of the *Handbook*, but important changes are made most years, as continual reflection and refinement improve our policies and procedures. Every effort is made by the elected and appointed committees who use the policies delineated within to note places where practices, policies, or the language that describes them can be improved. Significant changes, such as the addition of a new category of instructional faculty in this edition, can take several years to prepare, discuss, draft, vet, and bring to the faculty for discussion and vote.

All members of the Faculty should become familiar with the policies and procedures described in the *Handbook*. Sections of the *Handbook* may become dated at any time, due to changes in state or federal laws, legal decisions, or actions of the Faculty and Trustees of Hamilton College. As such changes occur, the Dean of Faculty and Academic Council will notify the Faculty; a revised edition of the *Handbook* is produced annually. This edition of the *Handbook* includes all changes passed by the faculty through its meeting of 4 May 2021 and ratified by the Board of Trustees.

Any questions concerning information presented in this *Handbook* should be addressed to the Vice President for Academic Affairs and Dean of Faculty, Hamilton College, 198 College Hill Rd., Clinton, NY 13323; telephone: (315) 859-4601. I welcome notice of errors, omissions, inaccuracies, and ambiguities.

Suzanne Keen
Vice President for Academic Affairs and Dean of Faculty
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I. COLLEGE MISSION AND EDUCATIONAL GOALS

A. Mission

Hamilton College prepares students for lives of meaning, purpose, and active citizenship. Guided by the motto “Know Thyself,” the College emphasizes intellectual growth, flexibility, and collaboration in a residential academic community. Hamilton students learn to think independently, embrace difference, write and speak persuasively, and engage issues ethically and creatively. One of America’s first liberal arts colleges, Hamilton enables its students to effect positive change in the world.

B. Educational Goals

Hamilton College is committed to the intellectual and personal development of students. We seek to nourish a love of learning, a creative spirit, and an informed and responsible engagement with an ever-changing world. To promote these qualities, the College challenges all of its students to work with their advisors to devise an education program (including credit-bearing courses, co-curricular work, and extra-curricular activity) that fosters the fulfillment of the eight educational goals:

Intellectual Curiosity and Flexibility – examining facts, phenomena and issues in depth, and from a variety of perspectives, and having the courage to revise beliefs and outlooks in light of new evidence.

Analytic Discernment – analyzing information, patterns, connections, arguments, ideas, and views quantitatively and symbolically.

Aesthetic Discernment – evaluating quality and value in a variety of artistic and other intellectual domains.

Disciplinary Practice – engaging in the focused and sustained practice of disciplinary techniques and methodologies in order to acquire mastery of a specific ability or craft.

Creativity – imagining and developing original ideas, approaches, works and interpretations, and solving problems resourcefully.

Communication and Expression – expressing oneself with clarity and eloquence, in both traditional and contemporary media, through writing and speaking, and through visual, aural, gestural and other modalities.

Understanding of Cultural Diversity – critically engaging with multiple cultural traditions and perspectives, and with interpersonal situations that enhance understanding of different identities and foster the ability to work and live productively and harmoniously with others.

Ethical, Informed and Engaged Citizenship – developing an awareness of the challenges and responsibilities of local, national and global citizenship, and the ability to meet such challenges and fulfill such responsibilities by exercising sound and informed judgment in accordance with just principles.

In pursuing these goals, students should progress meaningfully along a path toward fulfilling their potential for being thoughtful, responsible and purposeful individuals with the capacity to make a positive difference in the world.

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 up to forty-two members. Up to thirty 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 ten standing committees, six of which invite appointed faculty and student members to attend meetings and serve with voice but not vote. The remaining four committees (Audit, Investments, Nominations, and Board Governance and Affairs) do not have faculty or student representation. The standing committees are as follows:

1. **Committee on Academic Affairs:** 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 Advancement:** establishes goals and oversees strategies for raising funds for the College.
6. **Committee on Student Affairs:** considers matters of student life, including extracurricular activities and housing.
7. **Committee on Investments:** oversees the investment of all funds and securities of the College.
8. **Committee on Board Governance and Affairs:** develops and monitors policies that assist the Board in fulfilling its fiduciary responsibilities.
9. **Committee on Enrollment:** considers matters relating to admission and financial aid policies.
10. **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. **President.** The President holds office at the pleasure of the Board and is designated by the by-laws of the Board as having responsibility for the administration of the College and its educational

program. The President has the authority to appoint members of the faculty and staff of the College.

2. **Chief of Staff and Secretary to the Board of Trustees.** The Executive Director of the Office of the President and Secretary to the Board coordinates executive level decision-making for the College, oversees the Office of the President and all major ceremonial events, and manages the work of the Board of Trustees.
3. **Vice President, Administration and Finance.** The Vice President, Administration and Finance, oversees the College's budget, financial planning, and 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. **Vice President for Academic Affairs and Dean of Faculty.** The Vice President for Academic Affairs and Dean of Faculty oversees the faculty and the curriculum and has responsibility for the execution of educational policy. Reporting to the Dean are academic support services, (ALEX), the Registrar, Institutional Research, Athletics, Opportunity Programs, Off Campus Study, sponsored programs, and the Wellin Museum.
5. **Vice President and Dean of Students.** The Dean of Students oversees undergraduate life and housing. Under the Dean's jurisdiction are the Director of Diversity and Inclusion, Chaplaincy, Counseling and Psychological Services, Student Health Center, Campus Safety, Diversity and Accessibility, Residential Life, Outdoor Leadership, and Student Activities.
6. **Vice President for Enrollment Management.** The Vice President for Enrollment Management is responsible for planning recruitment strategies and overseeing the selection process for prospective students and the financial aid budget. Under the VP's jurisdiction are the Admission and Financial Aid offices.
7. **Vice President, Advancement.** The Vice President, Advancement, is responsible for planning and executing the College's fundraising and communications programs. Under the Vice President's jurisdiction are annual and capital giving, alumni affairs, foundations, corporations and government relations, communications, and the Maurice Horowitch Career Center.
8. **Vice President for Libraries Information Technology.** The Vice President for Libraries and Information Technology oversees computing, networking, electronic information resources and all aspects of Burke Library.

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 Deans 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 Library and Information Technology Committee, 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 Deans of Faculty** assist the Dean on matters of the instructional budget, facilities, personnel and salary, faculty development, and oversee academic support services, and act as Affirmative Action Officers in all matters related to faculty hiring. The Associate Deans participate in the administration of academic advising in cooperation with Associate Dean of Students

(Academic), oversee summer student-faculty research programs, coordinate the submission of budget and personnel materials to the Dean for review, and assist the Dean in a wide variety of areas. The Associate Deans are appointed by the President from among the full-time tenured faculty for a non-renewable term normally of three years. The Associate Deans 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 Deans of Faculty; and all members of the departments and instructional programs of the College who hold tenurable or non-tenurable 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 or Senior 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 purposed 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.

When the Academic Council calls an online meeting, that meeting will function as a regular meeting of the Hamilton College Faculty and all actions and deliberations within such a meeting will have the same standing as an in-person meeting.

Any faculty member unable to participate in a meeting held in person may attend that Faculty Meeting through an electronic platform and participate in voting through the approved electronic application.

The quorum of the Faculty shall be seventy voting Faculty members. Faculty members participating remotely via an electronic platform shall be considered “present” and shall count in the quorum. All voting members of the Faculty will use an authorized electronic voting platform. All voting shall be conducted anonymously through that electronic application. 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.

Normally the order of items on the Faculty Meeting agenda is:

- Approval of Minutes from previous Faculty Meeting
- Memorial Minutes when appropriate
- Motions from standing committees
- Motions from ad hoc committees
- Motions from independent faculty groups
- Reports from standing committees
- Reports from others as requested by Faculty
- Remarks by the Dean of Faculty and Vice President of Academic Affairs
- Remarks by the President
- Announcements

Normally within each category the order is chosen by the Academic Council to promote efficiency. However, the final arbiter of the order of items within the motions from standing committees will be the order of the committees listed in the *Faculty Handbook*, the order of items within motions of ad hoc committees will be the order of establishment of the ad hoc committee, and the order of the motions from independent faculty groups will be the order in which the final motions are received by the Academic Council.

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 or Senior 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 meeting space 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 meeting space 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 to serve on a Standing Committee of the Faculty, members of the Faculty must have taught at Hamilton for not less than one full academic year by the time their service on the committee is to begin. In addition, they must hold a tenurable position at 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, Library and Information Technology Committee, and the Committee on Athletics.

With the exception of the Faculty Appeals Board, each committee through its Chair shall by February 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. The Council shall normally select two nominees for each vacancy for Faculty Officers. The Council shall establish that all 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.

Elections to fill all elected committee vacancies shall occur during the regularly scheduled faculty meetings in March, April, and May. When elections become the order of business, the Council shall 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 added to the ballot in appropriate spaces.

When nominations for the last vacancy are closed, the Chair shall ask members of the Faculty to vote by selecting the preferred candidate for each vacancy. The Secretary 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. This information will not be communicated during the meeting, but circulated electronically within 24 hours after the meeting.

All voting will take place in real time. Individuals with technical difficulties must e-mail their votes to the Secretary before the end of the Faculty Meeting.

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 the next faculty meeting after the tie vote until the Chair declares that all vacancies are filled. Run-off elections 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 the spring 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 link to 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 email from the Secretary of the Faculty a link to the second-stage ballot for the election, and shall mark on this ballot a preferential choice for all nominees and submit the ballot electronically 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 normally 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. Six members of the Committee must be from different departments. 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. At its discretion, when there is a large number of personnel cases in any given year, the Committee may request from Academic Council the election of additional members for one- or two- semester terms. This election need not be held with the regular election of Committee members in May of each year. If necessary, an expanded committee may include two members from one department.
- 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) no subcommittee shall be assigned a case that produces a conflict of interest; ii) each subcommittee must have at least one member who has had one year or more of prior service on the Committee; iii) no two members of a subcommittee can belong to the same department; iv) insofar as possible, subcommittee assignments shall be divided equally among members of the Committee; and v) insofar as possible, each subcommittee shall be balanced across disciplines. 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 consult with the following who wish to bring motions: *ad hoc* and standing committees and any group of ten members of the Faculty. The Academic Council shall bring promptly to the Faculty all business issuing from the aforementioned groups. Should conflicting motions be presented to the Academic Council, the conflicting motions shall be placed on the agenda and the Faculty shall debate and then vote on which motion to consider. In addition, the Academic Council shall 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 Vice President for Enrollment Management, the Vice President for Academic Affairs/Dean of Faculty, both *ex officio*, and four elected members of the Faculty, with one or more elected each year for a four-year term. The Chair shall be elected annually by the Committee from among the Faculty. Others from Admission or Financial Aid may be invited to attend at the discretion of the Chair.
- 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.

- c. **Functions.** The Committee shall oversee matters of policy on admission and financial aid and recommend changes on policy to the Faculty for its approval and transmission to the President. The Committee shall advise the Vice President for Enrollment Management on issues such as personnel, promotional materials regarding the College (and in particular the academic program), recruitment strategies, retention and enrollment, and engaging with the Faculty. The Committee shall observe the admission selection process, shall serve as a liaison between the admission/financial aid offices and the Faculty, and shall promote and coordinate faculty involvement in the admission process. The Committee Chair shall report to the Faculty when deemed appropriate by the Committee or at the request of Academic Council.

7. Faculty Committee on Budget and Finance

- a. **Membership.** The Committee on Budget and Finance shall consist of three members of the faculty, two of whom must be tenured, with one elected each year for a three-year term; the Dean, *ex officio*; and the Vice President, Administration and Finance, *ex officio*. At any time, at least one 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 academic year 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 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.
- 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. Library and Information Technology Committee

- a. **Membership.** The Library and Information Technology Committee shall consist of the Vice President for Libraries and Information Technology, the Dean, the Vice President, Administration and Finance, the Registrar, all *ex officio*; 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; and two students from different classes 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 or the Vice President for Libraries and Information Technology.
- c. **Functions.** The Committee works to insure that library resources and information technology 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 libraries and information technology in the academic program. It reviews College policies and procedures relating to libraries, information technology, and the allocation of resources related to both, 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 Libraries and Information Technology, and serves as liaison with the College community. It reports to the Faculty on changes to policies and procedures relating to libraries and information technology when deemed appropriate by the Committee or at the request of Academic Council.

10. Committee on Athletics

- a. **Membership.** The Committee on Athletics shall consist of one member of the Faculty, who shall be elected or appointed as determined by Faculty 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*. The faculty member 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 each academic year, 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 a tenurable or non-tenurable position at 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. 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 Advancement; 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. **Functions.** The Committee shall advise the President on advanced planning for the College.

2. 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 Academic Council. In accordance with faculty rules, candidates may also be nominated from the floor.
- b. For meetings and functions, see *The Hamilton College Student Handbook*.

3. 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 Academic Council. In accordance with Faculty rules, candidates may also be nominated from the floor.
- b. For meetings and functions, see the *Hamilton College Student Handbook*.

4. 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*.

5. 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. 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:

Adirondack Program Advisory Committee
American Studies
Asian Studies
Biochemistry and Molecular Biology
Chemical Physics
Cinema and Media Studies
Digital Arts
Education Studies
Environmental Studies
Geoarchaeology
German Studies
Jurisprudence, Law, and Justice Studies
Latin-American Studies
Medieval and Renaissance Studies
Middle East and Islamic World Studies
Neuroscience
New York City Program Advisory Committee
Public Policy
Russian Studies

2. Alumni Council

- a. **Membership.** The membership of the Council shall consist of class representatives, representatives of local alumni associations, members-at-large, one faculty representative appointed for a three-year term, 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. **Functions.** The Alumni Council is the elected executive body of the Alumni Association and as such serves to accomplish the objectives of the Alumni Association.

3. 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.

4. 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.

5. Health Professions Advisory Committee

- a. **Membership.** The Committee shall consist of no fewer than five members of the Faculty and Administration, of whom a majority shall be members of the Faculty. Members are appointed by the Dean for four-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.

6. Pre-Law Committee

- a. **Membership.** The Committee shall consist of two 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 one member of the Committee shall be a member 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.

7. Harassment and Sexual Misconduct Board

- a. **Membership.** The Harassment and Sexual Misconduct Board (HSMB or the Board) shall be composed of eight members, one of whom shall be the Chair, appointed by the Title IX Coordinator to staggered terms of four years beginning in the fall semester. Each year, the current Board will solicit applications and nominations for any open seat(s), and will recommend individuals to serve for the following year. Members of the Hamilton community may also nominate individuals for Board membership, provided the nominees are willing to serve if appointed. The Title IX Coordinator, in consultation with the Chair, will ultimately be responsible for appointing new members and designating a new Chair. Normally, the Chair will be a tenured member of the faculty and serve for two years as Chair. Every effort will be made to maintain a gender balance on the Board, and membership normally will be limited to members of the faculty who have attained the rank of associate or full professor, and full-time staff members. The Title IX Coordinator shall arrange for the Board members to receive annual training.

Members of the Harassment and Sexual Misconduct Board may serve on an Investigation Team and/or the Harassment and Sexual Misconduct Review Panel, as indicated in the Harassment and Sexual Misconduct Policies.

- b. **Meetings.** The Board shall meet at the call of the Chair.
- c. **Functions.** Members of the Board shall provide information concerning harassment and sexual misconduct; refer to a trained campus mediator members of the College community seeking mediation in a harassment situation; and respond to formal complaints of harassment or sexual misconduct. At the end of each academic year, the Title IX Coordinator shall prepare a report that will include the number of notices of alleged misconduct, the kinds of behaviors that gave rise to complaints during that academic year, and the final resolution of those complaints. The Title IX Coordinator will make the annual report public at the beginning of the next academic year. The report shall not mention the name of any individual or contain identifying details of any case. The complete policy is available on the college website: <http://www.hamilton.edu/hsmb/sexual-misconduct-policy>.

8. 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.

9. 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.

10. Research 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 one person not associated with the College. The Board shall select one of its faculty members as Chair.
- 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 research supported by the College. In compliance with federal regulations and following procedures endorsed by the U.S. Public Health Service and the National Science Foundation, the Board shall investigate any allegation arising from research supported by those agencies_ and make a report to the Dean of Faculty and to the Office of Research Integrity, the U.S. Public Health Service, and the U.S. Department of Health and Human Services. For allegations of misconduct arising from research not supported by those agencies, the Board will follow procedures developed in consultation with the Dean of Faculty.

11. Institutional Biosafety Committee

- a. **Membership.** The Institutional Biosafety Committee shall consist of at least five members appointed by the Dean, with three-year overlapping terms. The Committee shall include: the Director of Institutional Safety; members of the Faculty from the Biology, Chemistry, and/or Psychology Departments with research experience involving transgenic organisms, recombinant or synthetic DNA, human blood or tissue, or other potentially biohazardous materials; and two persons not associated with the College. The Chair shall be selected by the Dean from among the faculty members.
- b. **Meetings.** The Committee shall meet at the call of the Chair.

- c. **Functions.** The Committee is responsible for promoting safe teaching and research practices with the use of biohazardous materials while ensuring compliance with government requirements. The committee will provide advice and recommendations to the Hamilton community by reviewing protocols and approving procedures in accordance with the highest legal standards established by federal and state law, as well as with ethical guidelines established by the National Institutes of Health (NIH). Any employee or student using biohazardous materials in teaching or research must submit proposals to the Committee and then receive the Committee's approval before the use takes place.

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 a tenurable or non-tenurable position at the rank of Professor, Associate Professor, or Assistant Professor.

V. DEPARTMENTS AND PROGRAMS OF THE FACULTY

The departments of instruction include: Africana Studies; Anthropology; Art; Art History; Biology; Chemistry; Classics; Computer Science; Dance and Movement Studies; East Asian Languages and Literatures; Economics; French and Francophone Studies; Geosciences; German, Russian, Italian, and Arabic; Government; Hispanic Studies; History; Literature and Creative Writing; Mathematics and Statistics; Music; Philosophy; Physical Education; Physics; Psychology; Religious Studies; Sociology; Theatre; and Women's and Gender 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 and Molecular Biology; Chemical Physics; Cinema and Media Studies; Digital Arts; Education Studies; Environmental Studies; Geoarchaeology; German Studies; Jurisprudence, Law, and Justice Studies; Latin-American Studies; Medieval and Renaissance Studies; Middle East and Islamic World 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 advising 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 tenurable or non-tenurable 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 three years. He or she may be reappointed. The Dean shall solicit advice from all members before appointing or reappointing a Chair or Director. If an appropriate and willing member from within a department is not available, the Dean, after consulting with the Committee on Appointments, may appoint as Chair a faculty member from outside the department. Based on the outside Chair's qualifications and the needs of the department, the Dean shall determine whether the outside Chair would vote on curricular matters, personnel matters, both, or neither. 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. For untenured faculty members in a tenurable position in a program, the Dean shall consult the chair of the candidate's ad hoc reappointment and tenure committee (see VI.G.1.b) before making salary decisions about that member. For tenured faculty members and faculty members in non-tenurable positions in a program, the Dean shall consult the director of that program before making salary decisions.

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 department faculty already holding appointments not less than half-time or joint appointments not less than two-fifths time according to the following procedure:
 - a. Professors, Associate Professors and Assistant Professors in tenurable positions 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 in tenurable positions 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 in tenurable positions 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, Associate Professors, and Assistant Professors in tenurable positions shall vote on reappointments to the rank of Instructor and Lecturer and on reappointments and promotions to the rank of Senior Lecturer. Actions taken shall be forwarded by the Chair as recommendations to the Dean.
 - e. Professors, Associate Professors, and Assistant Professors in tenurable positions and Professors of Instruction and Associate Professors of Instruction shall vote on initial appointments and reappointments to the rank of Assistant Professor of Instruction and promotions and reappointments to the rank of Associate Professor of Instruction. Actions taken shall be forwarded by the Chair as recommendations to the Dean.
 - f. Professors, Associate Professors, Assistant Professors in tenurable positions, and Professors of Instruction shall vote on promotions and reappointments to the rank of Professor of Instruction. Actions taken shall be forwarded by the Chair as recommendations to the Dean.
 - g. 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.

- h. Recommendations for appointments to positions not otherwise mentioned shall be made in accordance with these general principles.
 - i. 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.
 - j. *Ad hoc* Reappointment and Tenure Committees or *ad hoc* Promotion Committees may be appointed to supplement voting members in a department as described in Section VI.G.1 and VI.G.2.
2. **Programs.** Where appropriate, responsibility for advising the Dean on personnel matters related to the program lies with the members of the program. All decisions relating to reappointment, tenure, and promotion of faculty members appointed in programs shall be handled by the candidate's ad hoc committee (see VI.G.1.).
3. **Joint Appointments.** Following consultation with the Dean of Faculty and all departments, program committees, and faculty involved, the President may appoint a tenured faculty member to a second department or to a program. A person teaching at least two-fifths time in such a position will be a voting member in the added department or program.

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 of Professor, Associate Professor, or Assistant Professor may be either full-time (teaching a five-course load in an academic year) or part-time (defined as at least half-time but less than full-time). Those appointed to an Instructional Faculty position teach a full-time load of six courses. The College normally allocates full-time rather than part-time positions to departments, and allocations will normally be housed in departments instead of programs. If an allocation is housed in a program, then the procedures described in Sections VI.C through VI.H will have "program" substituted for "department" in all relevant locations. 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 full-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.

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

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 to appoint replacements for continuing members of the Faculty on leave. No term position may be held for more than six years. Post-doctoral fellows who teach one or two courses have the rank and title of Lecturer; those who teach at least a three-course load normally have the rank of Assistant Professor and title of Visiting Assistant Professor. Post-doctoral fellows who are not teaching any courses have the rank and title 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.
5. **Special Appointments.** Non-tenurable Special Appointments existing as of March 1, 2018 provide coverage of courses when faculty take periodic leaves. These three-fifths time non-tenurable positions were given to departments in lieu of hiring a series of faculty in term positions. Additional leave replacements will not be allocated to departments with these Special Appointments unless the average number of courses to be replaced over three or more years exceeds the number of courses assigned to the faculty member in the Special Appointment. Faculty holding Special Appointments have the rank of Assistant Professor, Associate Professor, or Professor, and the title of Visiting Assistant Professor, Associate Professor by Special Appointment, or Professor by Special Appointment. This description defines existing Special Appointments; it does not provide for the creation of additional Special Appointments or for the transfer of a position to another individual. These non-tenurable Special Appointments may be held for more than six years, but they must remain less than full time.
6. **Instructional Faculty positions.** An Instructional Faculty position is one for which it is expected that the College will have a continuing need for supportive instruction in a department that requires the development of disciplinary skill through practice and that complements courses offered by tenure track faculty.

Instructional Faculty appointments do not require a terminal degree and are normally full-time. Faculty in these positions hold the title of Assistant Professor of Instruction, Associate Professor of Instruction, or Professor of Instruction, collectively referred to as professors of instruction in all relevant locations. Full-time appointments to these positions teach a six-course load or the equivalent in an academic year.

The main role of professors of instruction is teaching. Scholarship is not required and professors of instruction do not have service responsibilities at the level of college-wide committees or in student academic advising. However, they are expected to participate in faculty meetings and contribute to department planning and curricular development. Faculty in these positions with administrative responsibilities will receive a proportionate course release from the six-course teaching load (maximum release of three courses). Administrative responsibilities and the proportional course release will be defined by departments in consultation with the Dean of Faculty. Appointments to Instructional Faculty positions are housed within a department or program. These appointments are made with the expectation that the position will not be discontinued while occupied.

Although Instructional Faculty and tenurable faculty both hold continuing positions at the college, they are not interchangeable. Tenurable faculty are responsible for developing and delivering the curriculum of departments and programs, while professors of instruction fill specific support needs within that curriculum. Affirming the College's commitment to the delivery of the curriculum by tenurable faculty, the expectation is that professors of instruction will be limited in number.

Unforeseen financial, enrollment, or curricular changes may on occasion cause an Instructional Faculty position to be discontinued. When the President believes that there are grounds to discontinue an occupied Instructional Faculty 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. An Instructional Faculty position shall not be discontinued on or after July 1 of the academic year before that in which the next reappointment is scheduled, except under the extraordinary conditions that would justify terminating an Instructional Faculty position.

B. Procedures for Defining Positions as Non-Tenurable 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, discontinuing a renewable position before the specified maximum period of occupancy, or discontinuing an Instructional Faculty position, 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 or an occupied Instructional Faculty 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 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. Access to the recommendation shall be provided to the department 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 per year. Such appointments shall be made for one or more terms on an annual or biennial basis. Lecturers who are reappointed on a regular basis shall be evaluated for the purposes of reappointment according to standards of teaching similar to those for other faculty appointments and according to a schedule agreed upon between the Dean and the department, with the understanding that all continuing lecturers shall be formally evaluated at least every three years.

3. **Senior Lecturer.** Lecturers who have taught for at least twelve semesters at the College are eligible to be considered for promotion to the rank of Senior Lecturer. Senior Lecturers teach one or two courses per year. Such appointments shall be made for one or more terms on an annual or biennial basis. Senior Lecturers who are reappointed on a regular basis shall be evaluated for the purposes of reappointment according to standards of teaching similar to those for other faculty appointments and according to a schedule agreed upon between the Dean and the department, with the understanding that all continuing Senior Lecturers shall be formally evaluated at least every three years. Upon retirement, emeriti faculty members who teach may be given this title without review.
4. **Assistant Professor of Instruction.** This is the usual rank for initial appointments to Instructional Faculty positions. Assistant Professors of Instruction shall normally have earned a master's degree. An appropriate level of professional experience may substitute for this qualification; in these cases, the appointment requires consultation with the Dean of the Faculty. Reappointments at this rank are every three years. Assistant Professors of Instruction shall be evaluated for reappointment according to standards of teaching similar to those of other faculty and for departmental service according to the standards established within the department or program. There is no expectation of scholarship for reappointment for Assistant Professors of Instruction. Those who are appointed at this rank will normally stand for promotion after their sixth year of full-time service as Assistant Professor of Instruction.
5. **Associate Professor of Instruction.** Appointments in this rank are normally attained after serving six years as Assistant Professor of Instruction or are made for instructors who have six or more years of direct relevant experience. Associate Professors of Instruction shall undergo reappointment every three years. Associate Professors of Instruction shall be evaluated for reappointment according to standards of teaching similar to those of other faculty and for departmental service according to the standards established within the department or program. There is no expectation of scholarship for reappointment or promotion for faculty for Associate Professors of Instruction. Those who are appointed at this rank will normally stand for promotion after their sixth year of full-time service as Associate Professor of Instruction.
6. **Professor of Instruction.** Appointments in this rank are normally attained after serving six years as Associate Professor of Instruction or are made for instructors who have twelve or more years of direct relevant experience. Promotion to Professor of Instruction marks distinction in teaching. Professors of Instruction shall be evaluated for reappointment according to standards of teaching similar to those of other faculty and for departmental service according to the standards established within the department or program. There is no expectation of scholarship for reappointment or promotion to Professor of Instruction. Reappointments at the rank of Professor of Instruction shall occur every four years.
7. **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.
8. **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 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 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.

Assistant Professors in Special Appointments shall be reappointed according to a schedule agreed upon by the Dean and the department, with the understanding that all Assistant Professors in Special Appointments shall undergo reappointment at least every three years.

9. **Associate Professor.** This rank is normally attained after serving as an Assistant Professor. It may be offered at the time of hire to qualified individuals who have completed the doctoral or other appropriate terminal degree or significant appropriate experience and have begun their professional career at another college or university. 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. For tenurable positions, 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.

For faculty members in Special Appointments, promotion to the rank of Associate Professor normally does not take place before the seventh year in rank. Assistant Professors in Special Appointments are

eligible for consideration for promotion only after consultation among the faculty member, the department's voting members, and the Dean.

Associate Professors in Special Appointments shall be reappointed according to a schedule agreed upon by the Dean and the department, with the understanding that all Associate Professors in Special Appointments shall undergo reappointment at least every five years.

10. **Professor.** This rank is normally attained after serving as an Associate Professor. It may be offered at the time of hire to qualified individuals who have completed the doctoral or other appropriate terminal degree or significant appropriate experience and have begun their professional career at another college or university. 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. For tenurable positions, initial appointments to this rank may be with or without tenure. In tenurable 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.

Professors in Special Appointments shall be reappointed according to a schedule agreed upon by the Dean and the department, with the understanding that all Professors in Special Appointments shall undergo reappointment at least every five years

For faculty members in Special Appointments, promotion to the rank of Visiting Professor normally does not take place before the eleventh year in rank. Visiting Associate Professors in Special Appointments are eligible for consideration for promotion only after consultation among the faculty member, the department's voting members, and the Dean.

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., 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 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 requires and as are arranged by contract with other programs. 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 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.

4. **Criteria for Instructional Faculty.** For professors of instruction, the criteria for teaching are the same as outlined in VI.E.1 above. Professors of instruction may participate in scholarship, but it will not be used as a criterion upon which reappointment or promotion are based. Faculty in these positions should, however, keep abreast of new technologies and pedagogies so that their teaching remains current. For professors of instruction who have administrative duties for which they receive course releases, the performance of those administrative duties will also be evaluated, but the quality of teaching remains the most heavily-weighted criterion. The administrative functions of professors of instruction may be varied, but provide critical support to the operation of departments and the college and facilitate the educational mission of our community. The areas of evaluation include organization, communication, and management. Professors of instruction do not have service responsibilities at the level of college-wide committees or in student academic advising, but are expected to participate in faculty meetings and contribute to department planning and curricular development. Participation in professional development is also valuable when extended beyond the campus in regional and national activities that draw on or improve the professor of instruction's professional competence and that benefits the College.

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

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 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 Chair should summarize the evaluations of classroom teaching by all voting members.

Voting members of the department and participants in other College academic programs in which the instructor participates should comment, and the non-voting members of the department 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, and the Committee on Appointments at the time of reappointment, tenure, and promotion. All letters solicited for reappointment shall become part of the faculty member's 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.

Due to the COVID-19 Global Pandemic, the College did not collect student evaluations for courses in the Spring 2020 semester. The College will not solicit random student letters from classes taught in the Spring 2020. In the future, when the College does not collect student evaluations in response to a crisis, the College will follow this policy in relation to randomly selected student letters. Faculty

may select student letter writers for review, tenure, and promotion processes from their Spring 2020 courses if they choose.

- 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 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 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 or Professor in a tenurable or non-tenurable position. In the case of faculty members for whom performances are the major form of scholarship, it is the responsibility of the department 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 files and to provide the Dean with such records. In decisions on promotion to Associate Professor or Professor (in tenurable and non-tenurable positions), 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 colleagues should be asked to evaluate the candidate's contributions to the work and intellectual life of the department. 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. Consideration for promotion normally does not take place before the seventh year in rank. Promotion before the seventh year occurs only when the record in teaching, scholarship and service is exceptional. 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.
- 5. Additional Principles for the Evaluation of Administrative Performance for Professors of Instruction.** For professors of instruction who have administrative duties as part of their appointment, those duties will be determined by the department in consultation with the Dean of

Faculty. These duties will differ for each position; thus only general evaluative criteria are described here. The letter from the Chair should specifically evaluate the faculty member's work in the areas of organization, communication, and management. All members of the department and faculty in other departments or programs with direct experience with the professor of instruction's administrative work, will be invited to evaluate the candidate's performance by the Dean.

G. Reappointment, Tenure, and Promotion Procedures

1. ***Ad hoc* Reappointment and Tenure Committees.** The Dean shall appoint an *ad hoc* reappointment and tenure committee in the following two cases.
 - a. When it is expected that a department will have fewer than two voting members at the time of reappointment or tenure of a faculty member in a tenurable position. Working in consultation with the Committee on Appointments and the department, the Dean shall constitute an *ad hoc* reappointment and tenure committee to supplement voting members in the department. The resulting committee shall consist of all eligible members of the department and up to two tenured faculty from departments or programs outside of the designated faculty member's home department. The committee shall continue through the tenure decision. Whenever possible, the appointed faculty members on the committee shall be chosen from cognate fields. The committee members shall select one of their number to serve as Chair; each committee member shall have one vote.
 - b. When a faculty member is appointed in a program. Working in consultation with the Committee on Appointments and the program committee, the Dean shall, at the time of appointment, constitute an *ad hoc* committee of no fewer than three tenured faculty members for reappointment and tenure decisions. The *ad hoc* committee shall normally consist of at least one tenured member of the program committee and at least one additional tenured faculty member from a cognate field. If created for a tenurable faculty member, then the committee shall continue through the tenure decision. The committee members shall select one of their number to serve as Chair; each committee member shall have one vote.

In each of the cases above (a., b.), the *ad hoc* committee shall function as the surrogate department for the purposes of personnel decisions for the designated faculty member. Specifically, the chair of the committee shall write annual reviews, and the committee members shall perform class visits and participate in any other review and evaluation of a faculty member's teaching, scholarship, and service normally undertaken by voting members of a department in accordance with the Faculty Handbook. The committee shall vote on reappointment and tenure decisions. When appointed prior to the campus visits of the finalists in the search for a new tenure-track hire, all committee members shall be given the opportunity to meet with the candidates and provide feedback to the hiring committee. If the number of *ad hoc* committee members drops below the threshold required, then the Dean may appoint replacements in consultation with the remaining members of the committee, the designated faculty member, and the Committee on Appointments.

2. ***Ad hoc* Promotion Committees.** Working in consultation with the Committee on Appointments and the department, the Dean may appoint faculty to supplement voting members in a department when it is expected that a department will have fewer than two voting members at the time of promotion to the rank of Professor of a faculty member in a tenurable position. The resulting committee shall consist of any eligible members of the department and up to two

tenured faculty from departments outside of the designated faculty member's home department. The committee shall continue until the designated faculty member is promoted to Professor. Whenever possible, the appointed faculty members on the committee shall hold the rank of Professor at the time of appointment to the committee and be chosen from cognate fields. The committee members shall select one of their number to serve as Chair.

The committee shall participate in personnel decisions for the designated faculty member. Specifically, the committee shall consult in the writing of annual reviews, perform class visitations, and participate in any other review and evaluation of a faculty member's teaching, scholarship, or service normally undertaken by voting members of the department. The committee shall vote on promotion decisions. If an *ad hoc* committee member resigns, the Dean may replace that member after consultation with the Committee on Appointments, the designated faculty member, and any tenured members of the Department. If an *ad hoc* committee member does not hold the rank of Professor at the time the designated faculty member is nominated for promotion to Professor, that member shall be removed from the committee.

When an *ad hoc* committee is appointed according to these procedures, the voting members of the department shall be considered to include all members of the committee for all duties described in Section VIG.

- 3. Procedures for Reappointment of Faculty in Tenurable Positions.** The evaluative principles described in Section F, parts 1, 2, and 3 ("Principles of Evaluation for Teaching, Scholarship, and Service"), are here assumed. 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 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 a detailed personal statement and other materials as specified in part b. below.

February 1: The department 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.

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

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

- a. **Role of the Department.** On or before May 1 each department Chair shall provide the Dean with a list of the names of department 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 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 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 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 and the Faculty. The Chair must include a report of the department 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.

At each reappointment, the Chair shall share the department's recommendation orally with the candidate after the department has written the reappointment letter. After the candidate has received the official reappointment decision, the Chair shall share the department letter with the candidate.

- 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, the candidate shall provide the Dean with one digital set of materials and six sets of any materials that cannot be provided digitally. All materials that will be helpful for an adequate consideration of the case should be submitted, including: a personal statement on teaching, scholarship, and service; a current curriculum vitae; any relevant information or documents such as syllabi, other teaching materials, and scholarly work; and the name of any academic program(s) to which the candidate regularly contributes.

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 shall receive from the Dean all materials included by the Dean in the reappointment review file and

gather any additional evidence that it deems necessary. When the subcommittee of the Committee on Appointments differs with the department, the Subcommittee shall confer with the voting members of the department before the Committee on Appointments makes its recommendation. Committee deliberations and voting always occur in executive session. In the written recommendation, the Subcommittee shall report all of the evidence that informed the recommendation.

- 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. If an Associate Dean of the Faculty participates in the department's (or program's) evaluation of the candidate, that Associate Dean must be excluded from any role in the case on behalf of the Dean. The Dean shall seek letters with observations regarding the candidacy from current committee members of the academic program(s) to which the candidate regularly contributes and from non-voting members of the candidate's department or interdisciplinary program (for candidates hired directly into a program).. 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, 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.

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

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider that recommendation, the department recommendation, the evidence accumulated through the process, and any additional information that the Dean may gather. The Dean will then present a written recommendation, with supporting reasons, to the President, along with access to all documentation gathered for the review. In the written recommendation, the Dean shall report all of the evidence that informed the recommendation.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department, 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 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 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, 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, 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 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, 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 to do so on her or his behalf. In the written decision, the President shall report all of the evidence that informed the decision.

- 4. Procedures for Promotion to Senior Lecturer.** The evaluative principles described in Section F, part 1 (Evaluation of Teaching) are here assumed. 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: The Dean shall inform the candidate that he or she has been nominated to stand for promotion to Senior Lecturer. 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 a detailed personal statement and other materials as specified in part b. below.

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

November 7: The Committee on Appointments shall provide its written recommendation to the Dean. See part d. below.

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

- a. Role of the Department** Candidates for promotion to Senior Lecturer may be nominated by the department's tenured and tenure-track Assistant Professors, Associate Professors and Professors, or they may nominate themselves. Such decisions shall be made no later than May 1 in the academic year prior to consideration for promotion. Lecturers are only eligible for consideration after the twelfth semester of teaching at Hamilton and after consultation among the faculty member, the department's voting members, and the Dean.

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 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 recommendations for promotion 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. The Chair must include a report of the department 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 report the department recommendation and the reasons for it to the candidate before sending it to the Dean.

- b. Role of the Faculty Member.** Lecturers who have taught more than twelve semesters may nominate themselves for promotion prior to May 1 of the academic year before the one in which a candidate is to be considered for promotion. By June 15 of that year, 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 that academic year, the candidate shall provide the Dean with one digital set of materials and six sets of any materials that cannot be provided digitally. All materials that will be helpful for an adequate consideration of the case should be submitted, including: a personal statement; a current *curriculum vitae*; any relevant information or documents such as syllabi and other teaching materials; and the name of any academic program(s) to which the candidate regularly contributes.
- 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, the Subcommittee that considered the case shall confer with the voting members of the department before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session. In the written recommendation, the Subcommittee shall report all of the evidence that informed the recommendation.
- d. Role of the Dean.** For promotions, 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. If an Associate Dean participates in the department’s (or program’s) evaluation of the candidate, that Associate Dean must be excluded from any role in the case on behalf of the Dean. The Dean shall seek letters with observations regarding the candidacy from current committee members of the academic program(s) to which the candidate regularly contributes and from non-voting members of the candidate’s department or interdisciplinary program (for candidates hired directly into a program).

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. As early as possible the Dean shall provide these materials to the voting members of the department.

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

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider that recommendation, the department recommendation, the evidence accumulated through the process, and any additional information that the Dean may gather. The Dean will then present a written recommendation, with supporting reasons, to the President, along with access to all documentation gathered for the review. In the written recommendation, the Dean shall report all of the evidence that informed the recommendation.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department, 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 in order to seek agreement before the recommendations go to the President.

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

- 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, 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 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, shall be communicated in writing by the President or the Dean to the candidate, the Chair of the department, 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 to do so on her or his behalf. In the written decision, the President shall report all of the evidence that informed the decision.

5. Procedures for Reappointment of Faculty in Renewable Positions and in Special Appointments.

The evaluative principles described in Section F, parts 1, 2, and 3 ("Principles of Evaluation for Teaching, Scholarship, and Service"), are here assumed. 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 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 a detailed personal statement and other materials as specified in part b. below.

September 15: The department 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.

November 7: The Committee on Appointments shall provide its written recommendation to the Dean. See part d. below.

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

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

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 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 September 15, the department'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 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.

At each reappointment, the Chair shall report the department 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 that academic year, the candidate shall provide the Dean with one digital set of materials and six sets of any materials that cannot be provided digitally. All materials that will be helpful for an adequate consideration of the case should be submitted, including: a personal statement on teaching, scholarship, and service; a current curriculum vitae; any relevant

information or documents such as syllabi, other teaching materials, and scholarly work; and the name of any academic program(s) to which the candidate regularly contributes.

- 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 shall receive from the Dean all materials included by the Dean in the reappointment review file and gather any additional evidence that it deems necessary. When the Subcommittee of the Committee on Appointments differs with the department, the Subcommittee shall confer with the voting members of the department 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. In the written recommendation, the Subcommittee shall report all of the evidence that informed the recommendation.
- 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. If an Associate Dean participates in the department's (or program's) evaluation of the candidate, that Associate Dean must be excluded from any role in the case on behalf of the Dean. The Dean shall seek letters with observations regarding the candidacy from current committee members of the academic program(s) to which the candidate regularly contributes and from non-voting members of the candidate's department or interdisciplinary program (for candidates hired directly into a program).

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.

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

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider that recommendation, the department recommendation, the evidence accumulated through the process, and any additional information that the Dean may gather. The Dean will then present a written recommendation, with supporting reasons, to the President, along with access to all documentation gathered for the review. In the written recommendation, the Dean shall report all of the evidence that informed the recommendation.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department, 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 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 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, 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 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, 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 to do so on her or his behalf. In the written decision, the President shall report all of the evidence that informed the decision.

- 6. **Procedures for Promotion in Special Appointment Positions.** Promotion 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, and 3 ("Principles of Evaluation for Teaching, Scholarship, and Service") are here assumed for decisions on promotion from Visiting Assistant Professor to Associate Professor and from Associate Professor to Professor for faculty in Special Appointments. In addition, Section F part 4 ("Additional Principles for Promotion to Professor"), applies to decisions on promotion from Associate Professor to Professor for faculty in Special Appointments. The dates provided in this section apply to both promotions from Visiting Assistant Professor to Associate Professor and from Associate Professor to Professor for faculty in Special Appointments. Dates are intended to enable candidates to learn of the decisions as soon as possible and 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. See part a. below.

December 1: The candidate shall provide the Dean with requested materials. See part b. below. The voting members of the department 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 a detailed personal statement and other materials as specified in part b. below.

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

April 1: The department 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. Candidates for promotion may be nominated by the voting members of their department, or they may nominate themselves. In all cases, determination of the appropriate year shall come after consultation among the faculty member, the department's voting members, 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 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 voting members in the department 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 voting member in that department, that faculty member 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 voting member in the candidate's department. All appointments from outside the department 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 shall be understood to mean the *ad hoc* committee.

By December 1, the voting members of the department 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 voting members of the department shall convene 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 the voting members in the department. The voting members of the department shall read the Chair's department 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 Chair shall submit the vote and recommendation to the Dean by April 1.

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 one digital set of materials, and five sets of any materials which cannot be provided digitally. All materials that will be helpful for an adequate consideration of the case should be submitted, including: a detailed personal statement on teaching, scholarship, and service; any teaching materials the candidate wishes to have considered; and access to the scholarly products, including artistic productions or performances, that 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, the Subcommittee that considered the case shall confer with the voting members of the department before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session. In the written recommendation, the Subcommittee shall report all of the evidence that informed the recommendation.
- d. **Role of the Dean.** For Promotion decisions involving faculty in Special Appointments, 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. 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. If an Associate Dean participates in the department's (or program's) evaluation of the candidate, that Associate Dean must be excluded from any role in the case on behalf of the Dean. The Dean shall gather the materials described above from the candidate; the list of two outside scholars from the department; 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 seek letters with observations regarding the candidacy from current committee members of the academic program(s) to which the candidate regularly contributes and from non-voting members of the candidate's department or interdisciplinary program (for candidates hired directly into a program). 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, 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 voting members with access to the materials submitted by the candidate and all of the student and scholarly evaluations.

The Dean shall forward the department recommendation to the Committee on Appointments, along with access to all information gathered by the Dean for this decision from the candidate, the department, and other sources. 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 recommendation of the Committee on Appointments, the Dean shall consider that recommendation, the department recommendation, the evidence accumulated through the process, and any additional information that the Dean may gather. The Dean will then present a written recommendation, with supporting reasons, to the President, along with access to all documentation gathered for the review. In the written recommendation, the Dean shall report all of the evidence that informed the recommendation.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department, 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 voting members of the department 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 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, 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 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, 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 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. In the written decision, the President shall report all of the evidence that informed the decision.

- 7. **Procedures for Reappointment and Promotion of Professors of Instruction.** The evaluative criteria described in Section E.4 and principles of evaluation in Section F. parts 1, 3, and 5 are here assumed. 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. The procedures outlined in this section shall apply to all professors of instruction.

Timeline:

May 1: The Dean shall inform the candidate that he or she has been nominated to stand for reappointment or promotion as professor of instruction. 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. For those with administrative duties, the candidate and the Chair shall each provide the Dean with a list of up to three colleagues outside of the department who can comment on the candidate's administrative work. See parts a and b. below.

August 15: The candidate shall provide the Dean a detailed personal statement and other materials as specified in part b. below.

September 15: The department recommendations for promotion shall be conveyed in writing by the Chair to the Dean along with evidence of the candidate's qualifications. See part a. below.

November 15: The Committee on Appointments shall provide its written recommendation to the Dean. See part d. below.

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

- a. **Role of the Department.** Professors of instruction at the rank of Assistant and Associate Professor of Instruction are reviewed for reappointment every three years; those at the Professor of Instructor rank are reviewed every four years. Candidates for promotion to Associate Professor of Instruction or Professor of Instruction may be nominated by the department's tenured and tenure-track Assistant Professors, Associate Professors, Professors, and Professors of Instruction, or they may nominate themselves after their sixth year in rank. Such decisions shall be made no later than May 1 in the academic year prior to consideration for promotion. If applicable, the Chair shall forward to the Dean a list of up to three colleagues outside of the department who can comment on the administrative work of the candidate by June 15.

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 and shall convene a meeting of the voting members to discuss and vote on the reappointment or candidacy for promotion. 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 September 15, the department's recommendations for reappointment or promotion 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 and, if applicable, as a departmental administrator. The Chair must include a report of the

department vote and a summary of the views of the voting members. The voting members of the department shall read the Chair's department 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.

At each reappointment, the Chair shall share the department's recommendation orally with the candidate after the department has written the reappointment letter. After the candidate has received the official reappointment decision, the Chair shall share the department letter with the candidate.

- b. **Role of the Faculty Member.** Faculty at the rank of Assistant and Associate Professor of Instruction are reviewed for reappointment every three years; those at the Professor of Instruction rank are reviewed every four years. Candidates for promotion in professor of instruction positions may nominate themselves after their sixth year in rank prior to May 1 of the academic year before the one in which a candidate is to be considered for promotion.

By June 15 of the academic year before the one in which a candidate is considered for reappointment or promotion, 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. For candidates who have administrative duties, the candidate shall provide the Dean with a list of up to three colleagues outside of the department who can comment on the candidate's administrative work.

By August 15 of that academic year, the candidate shall provide the Dean with one digital set of materials and six sets of any materials that cannot be provided digitally. All materials that will be helpful for an adequate consideration of the case should be submitted, including: a personal statement; a current curriculum vitae; and any relevant information or documents such as syllabi and other teaching materials.

- c. **Role of the Committee on Appointments.** The Committee advises the President and the Dean in cases of reappointment and promotion. The Committee shall receive from the Dean all materials included by the Dean in the reappointment or promotion file, gather any additional evidence by such means as it deems necessary, and make its recommendation to the Dean by November 15. When the Committee differs with the department, the Subcommittee that considered the case shall confer with the voting members of the department before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session. In the written recommendation, the Subcommittee shall report all of the evidence that informed the recommendation.
- d. **Role of the Dean.** For reappointments and promotions, 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. If an Associate Dean participates in the department's (or program's) evaluation of the candidate, that Associate Dean must be excluded from any role in the case on behalf of the Dean. The Dean shall seek letters with observations regarding the candidacy from non-voting members of the candidate's department and, if applicable, from colleagues outside of the department who can comment on the candidate's administrative work.

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. As early as possible the Dean shall provide these materials to the voting members of the department.

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

Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider that recommendation, the department recommendation, the evidence accumulated through the process, and any additional information that the Dean may gather. The Dean will then present a written recommendation, with supporting reasons, to the President, along with access to all documentation gathered for the review. In the written recommendation, the Dean shall report all of the evidence that informed the recommendation.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department, 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 in order to seek agreement before the recommendations go to the President.

For each reappointment or promotion review, it is the responsibility of the Dean, after consulting with the department Chair, the Committee on Appointments, and the President, to provide the faculty member with a written evaluation of her or his teaching, service, and, if applicable, administrative work.

- 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, 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 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, shall be communicated in writing by the President or the Dean to the candidate, the Chair of the department, 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 to do so on her or his behalf. In the written decision, the President shall report all of the evidence that informed the decision.

8. 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 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 Chair shall provide a list of at least two scholars from outside the institution agreed upon by tenured members of the department 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, 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.

October 1: The Chair shall submit the department 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. The Chair of each department 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 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, 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 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 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 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 by September 1. The Chair shall convene the voting members of the department 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 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 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 should include judgments about the distinctive contributions of the candidate to the department and to the College, and about the potential for leadership in the department 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 and noting any differences. The Chair shall submit the department 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 recommendation and the reasons for it to the candidate before sending it to the Dean.

The voting members of the department shall read the Chair's department 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.

- 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(s) 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 one digital set, and six sets of any materials which cannot be provided digitally of the following: 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 access to 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, the Subcommittee that considered the case shall confer with the voting members of the department before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session. In the written recommendation, the Subcommittee shall report all of the evidence that informed the recommendation.
- 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; 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 seek letters with observations regarding the candidacy from current committee members of the academic program(s) to which the candidate regularly contributes and from non-voting members of the candidate's department or interdisciplinary program (for candidates hired directly into a program). 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. 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. If an Associate Dean participates in the department's (or program's) evaluation of the candidate, that Associate Dean must be excluded from any role in the case on behalf of the Dean.

By September 1 the Dean shall provide the department's tenured members with access to 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 recommendation, the Dean shall provide all of this material, the department 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 that recommendation, the department recommendation, the evidence accumulated through the process, and any additional information that the Dean may gather. The Dean will then present a written recommendation, with supporting reasons, to the President, along with access to all documentation gathered for the review. In the written recommendation, the Dean shall report all of the evidence that informed the recommendation. When the Dean's recommendation is at variance with that of the Committee on Appointments or of the department, 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 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, 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, 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, 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, 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 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. In the written decision, the President shall report all of the evidence that informed the decision.

- 9. **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 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 a detailed personal statement and other materials as specified in part b. below.

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

April 1: The department 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. Candidates for promotion to Professor may be nominated by the tenured Professors of their department, or they may nominate themselves. In all cases, determination of the appropriate year shall come after consultation among the faculty member, the department'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 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 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, 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. All appointments from outside the department 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 shall be understood to mean the *ad hoc* committee. By December 1, the tenured Professors of the department 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 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. The voting members of the department shall read the Chair's department 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 Chair shall submit the vote

and recommendation to the Dean by April 1. The Chair shall report the department 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 one digital set of materials, and five sets of any materials which cannot be provided digitally. All materials that will be helpful for an adequate consideration of the case should be submitted, including: a detailed personal statement on teaching, scholarship, and service; any teaching materials the candidate wishes to have considered; and access to the scholarly products, including artistic productions or performances, that 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, the Subcommittee that considered the case shall confer with the voting members of the department before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session. In the written recommendation, the Subcommittee shall report all of the evidence that informed the recommendation.
- 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; 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 seek letters with observations regarding the candidacy from current committee members of the academic program(s) to which the candidate regularly contributes and from non-voting members of the candidate's department or interdisciplinary program (for candidates hired directly into a program). 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, 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. If an Associate Dean participates in the department's (or program's) evaluation of the candidate, that Associate Dean must be excluded from any role in the case on behalf of the Dean.

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

The Dean shall forward the department recommendation to the Committee on Appointments, along with access to all information gathered by the Dean for this decision from the candidate, the department, and other sources. 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 recommendation of the Committee on Appointments, the Dean shall consider that recommendation, the department recommendation, the evidence accumulated through the process, and any additional information that the Dean may gather. The Dean will then present a written recommendation, with supporting reasons, to the President, along with access to all documentation gathered for the review. In the written recommendation, the Dean shall report all of the evidence that informed the recommendation.

When the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department, 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 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 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, 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 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, 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 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. In the written decision, the President shall report all of the evidence that informed the decision.

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

A. Types of Positions

This section applies to those members of the Department of Physical Education who have faculty status: they include members who teach PE classes or have major administrative responsibilities. Policies for members without faculty status are governed by the Administration Handbook. Hereafter, “members of the Department” refers to those members with faculty status.

Faculty positions are either regular or adjunct. Regular positions may be continuing- appointment 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 faculty positions in the Department of Physical Education are continuing-appointment positions.
2. **Term positions.** A term position is created to meet a particular short-term need of the Department. Appointment is made for a specified period of time, normally for an academic term or year.
3. **Adjunct positions.** An adjunct position is created to meet a specific need in teaching classes in physical education that cannot be met by members of the Department serving in regular positions. Adjunct positions are normally less than half-time and appointment to them may be for periods of other than an academic term or year. Adjunct members of the Department hold the title of Lecturer.

B. Procedures for Redefining or Discontinuing Positions

When the Dean, the Committee on Academic Policy, and the Department of Physical Education all recommend defining or redefining a position as other than continuing-appointment, or recommend discontinuing a term position before the specified maximum period of occupancy, such action may be taken without further consultation. When the Dean, the Department, and the Committee on Academic Policy are not all in agreement, or when any of them recommends discontinuing an occupied continuing-appointment 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 of Physical Education and shall weigh such matters as the nature of the position, the relevance of the position to the goals of the Department, the availability of suitable candidates, and financial concerns relating to the position. 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 and to the Committee on Academic Policy.

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

Appointees to positions in the Department shall normally have completed or be enrolled in a master's or doctoral degree program. An appropriate level of professional experience may substitute for this qualification. In these cases, the appointment requires consultation with the Dean of the Faculty. There are five ranks within the Department:

1. **Lecturer.** The rank of Lecturer is offered to persons for the specific purpose of teaching courses in physical education. Such appointments shall be made for one or more terms on an annual basis.
2. **Instructor.** Appointments in this rank normally: 1) are made for persons who have not completed the requirement of the terminal degree; 2) are made for one year; 3) and may not be renewed more than twice.
3. **Assistant Professor.** This is the usual rank for initial appointments in the Department, and it is offered to qualified individuals who have completed the terminal degree or have an appropriate level of professional experience. 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 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 at the time of hire and who have had no previous post-terminal-degree coaching experience will normally be considered for promotion to Associate Professor and the accompanying four-year reappointment 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 coaching experience at another institution may be considered for promotion to Associate Professor and the accompanying four-year reappointment earlier than their sixth year at Hamilton, but not before their fourth year at Hamilton unless, after consultation with the Dean, a different year is agreed upon at the time of initial appointment at the College.

For all appointees, the maximum period prior to promotion and the accompanying four-year reappointment will be established at the time of hiring or during the first year of service at Hamilton.

4. **Associate Professor.** Faculty hired at this rank normally will be appointed for an initial term of two years. Such appointees will normally be considered for a four-year reappointment during the second year of full-time service, or fourth or fifth year of part-time service, at the College unless, after consultation with the Dean, a different year is agreed upon at the time of the initial

appointment. This four-year reappointment shall follow the procedures for the four-year reappointment accompanying promotion to Associate Professor.

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

Associate Professors, whether full- or part-time, will normally be considered for reappointment in their fourth year in rank and be considered for promotion to Professor during their eighth year in rank. Promotion will be considered before the eighth year only in exceptional circumstances.

- 5. Professor.** Faculty hired at this rank normally will be appointed for an initial term of four years. In those cases when a four-year appointment is not initially offered, the appointment normally shall be for two years with the expectation that the candidate will stand for a four-year reappointment during the second year of full-time service, or during the fourth or fifth year of part-time service at the College unless, after consultation with the Dean, a different year is agreed upon at the time of the initial appointment. The first four-year reappointment will follow the procedures for a four-year reappointment accompanying promotion to Professor.

Reappointments at the rank of Professor normally shall occur every four years.

D. Voting

Members of the Department vote reappointments and promotions as follows:

Professors shall vote on reappointments and promotions to the rank of Professor. Professors and Associate Professors shall vote on reappointments and promotion to the rank of Associate Professor, as well as reappointments to the rank of Assistant Professor and Instructor. Actions taken shall be forwarded by the Chair as recommendations to the Dean.

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.

Recommendations for appointments to positions not otherwise mentioned shall be made in accordance with these general principles.

References to voting members in the procedures that follow should be construed in the light of these general principles.

E. Conditions of Appointment

Appointments and reappointments shall be for one, two, or four years in accordance with the schedule of appointments and reappointments in VII.C. For those already on four-year appointments, reappointments shall normally be for four years.

For regular positions, the starting date for appointments is determined by the Chair in consultation with the Dean. Reappointments and promotions normally become effective July 1 and end June 30. For regular positions, notice of non-reappointment shall be given in writing by Jan 31 for members of the Department in their 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.

Normally, faculty in their first year of service will be evaluated for reappointment no later than three weeks after the conclusion of their main coaching season. In such cases, notice of non-reappointment shall be given in writing no later than June 1.

When notice of non-reappointment comes later than these standards, a terminal year appointment shall be offered.

F. Reappointment and Promotion Criteria

Members of the Department of Physical Education with coaching responsibilities are evaluated on the basis of their performance, pattern of development, and potential for future professional growth in teaching (defined as coaching and physical activity instruction) and service. Of the two criteria, the first is more important, but both weigh in the decision.

The Chair and any other members of the Department whose responsibilities are primarily administrative are evaluated on the basis of their performance, pattern of development, and potential for future professional growth in the fulfillment of those responsibilities and, when relevant, in teaching (defined as coaching and physical activity instruction). Of the two criteria, the first is more important, but both weigh in the decision.

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.

Members of the Department work closely with students in their capacities as coaches and physical activity instructors. Their interest in helping students to develop self-discipline, good character, and appropriate goals as members of the Hamilton community is a valued characteristic.

- 1. 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 advanced knowledge of their sport, including different levels of skill, recent developments in the sport, and equipment needs; advanced knowledge of training and physical conditioning practices for their sport or sports; the ability to teach the skills of their sport or sports and to motivate individuals and, where appropriate, teams to realize their athletic and personal potential; and the ability to teach and motivate individuals and teams to display the highest ideals of conduct while competing or practicing, including respect for opponents and fair treatment of them.

Coaches are expected to demonstrate the desire and ability to explain the nature and quality of their program to prospective students, to evaluate the athletic skills of prospective students, and to successfully recruit student-athletes who can meet the academic expectations of the College. They are also expected to demonstrate a full understanding of and support for the academic priorities of the College and the value of a liberal arts education.

2. **Physical Activity Instruction.** The College considers physical activity instruction in the Department of Physical Education to be an important part of the professional commitment of members of the Department.

As physical activity instructors, members of the Department should possess knowledge of the physical activity taught, including familiarity with different levels of skill, appropriate training practices, recent developments in instruction, and equipment needs. Effective instructors shall be able to develop in students an appreciation and understanding of physical fitness, as well as the skills required for the performance of the physical activity being taught.

3. **Service.** As colleagues, members of the Department should contribute where possible to each other's professional growth and should assume an active role in the development and administration of department programs. Normally, members of the Department who coach only one sport have administrative assignments in the Department in addition to their coaching and teaching responsibilities. Members of the Department may also serve on campus-wide committees and task forces.

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

1. **Evaluation of Coaching and Physical Activity Instruction.** Since, except for the Chair and any other members of the Department whose responsibilities are primarily administrative, the quality of teaching (defined as coaching and physical activity instruction) is the most heavily weighted criterion for reappointment and promotion, solid evidence of that quality must be secured. Because of the variety of forms that coaching and instruction take, the evaluation of their quality may be made in a number of ways. In all cases, the College should seek evidence relevant to the candidate's instructional activities and sport(s). Department physical activity instruction and coaching evaluation forms as approved by a majority of the Department members and by the Committee on Appointments shall be taken into consideration. The Department, the Dean, and the Committee on Appointments may also ask students for written evaluations of a candidate's qualities as a coach and will do so for all four-year reappointments.

Additional evidence may include instructional or coaching materials prepared by the candidate, published and unpublished articles or essays for an off-campus audience on instruction or coaching, new instructional programs developed or old programs revised and updated, innovative instructional and coaching methods, and instructional activities with students that are not part of the formal instructional or intercollegiate program. In addition, non-departmental colleagues within the College may be asked to evaluate an individual's contributions within the College that bear upon the qualities of excellence in coaching and physical activity instruction.

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, with the understanding that a candidate's peers may include individuals who do not have faculty status or who do not currently have a higher rank than the candidate but who have an appropriate level of relevant experience. The Dean shall solicit such evaluations in the case of a candidate standing for the four-year reappointment accompanying promotion to Associate Professor and the four-year reappointment accompanying promotion to Professor.

- 2. Evaluation of Service.** Considerable flexibility is needed in evaluating a candidate's service to the College community because for the Department of Physical Education the activities that are subsumed under this term normally include some departmental responsibilities. Department colleagues shall be asked by the Dean to evaluate the candidate's contributions to the work and life of the Department. Others in the College able to evaluate the candidate's contributions to the Department and/or the College shall be asked to do so by the Dean as well. Care must be taken at all levels to ensure that the evaluation of service is based on adequate evidence.

For the Chair and any other members of the Department whose responsibilities are primarily administrative, service includes the fulfillment of those responsibilities. For these positions, 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, with the understanding that a candidate's peers may include individuals who do not have faculty status or who do not currently have a higher rank than the candidate but who have an appropriate level of relevant experience.

H. Reappointment and Promotion Procedures

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.

The procedures outlined in this section shall apply to all faculty in the Department, except that when the Chair is standing for reappointment, the senior Professor in the Department in terms of years in rank shall perform the role of Chair.

- 1. Role of the Chair.** By October 1, the Chair shall receive from the Dean a list of department members for whom reappointment and promotion are pending during that academic year, and in each case, the terms and nature of the reappointment or reappointment with promotion should be specified.

In the event that a Professor, Associate Professor, Assistant Professor, or Instructor has not coached at least one full season prior to review for reappointment or promotion on the standard schedule indicated in this Section of the Handbook, then the review shall occur no later than three weeks after the completion of the candidate's main coaching season.

For all reappointments, the Chair must consult with the Dean at the time the list is submitted, if not before, if the Chair wishes that student or non-department letters of evaluation from

Hamilton or non-Hamilton colleagues be gathered beyond those normally gathered for the reappointments described in the next paragraph.

For a candidate's four-year reappointment accompanying promotion to Associate Professor, four-year reappointment accompanying promotion to Professor, or first four-year reappointment for those hired at the rank of Associate Professor or Professor, the Chair shall provide the Dean by October 15 with the names and addresses of four non-Hamilton peers (as defined in VII.G.1) who can evaluate the candidate's professional knowledge and activity.

For all other four-year reappointments letters of evaluation from the candidate's professional peers are not required, but the Dean and the Chair may decide to solicit them, in which case, procedures for the four-year reappointment accompanying promotion to Associate Professor shall be followed.

The Dean shall gather the appropriate materials for all reappointments.

After the Dean makes the necessary materials for reappointments available to the Chair and the other voting members of the Department, the Chair shall inform non-voting members of their right to provide written observations of any aspect of the candidacy either through the Chair or directly to the Dean. The Chair shall then convene a meeting of the appropriate 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 Chair in writing before the meeting, and the Chair shall share that information with those attending the meeting. The Chair shall then write a departmental recommendation, including a report of the vote and an evaluation of the candidate's teaching (that is, coaching and physical activity instruction) and service, reflecting any divergent viewpoints and summarizing the majority and any minority views.

When the Chair is standing for reappointment, the departmental recommendation shall include an evaluation of the candidate's success at fulfilling his or her administrative responsibilities, reflecting any divergent viewpoints and summarizing the majority and any minority views.

Especially for the four-year reappointment accompanying promotion to Associate Professor and the four-year reappointment accompanying promotion to Professor, the Chair should make certain to interpret the pattern of development in a candidate's career as a coach and physical activity instructor (or as an administrator), 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 within the Department.

The Chair shall have the voting members sign the departmental 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. The Chair shall also inform the voting members of their opportunity to provide written remarks supplementing the Department's recommendation either through the Chair or directly to the Dean.

For one-year reappointments, the Department's recommendation and additional material (all available student evaluations of the candidate as a coach and physical activity instructor, and any other materials provided by the Chair for the reappointment decision) are due in the Office of the

Dean no later than three weeks after the Dean has made the candidate's reappointment file available to the Chair and the other voting members of the Department.

For two-year reappointments, the Department's recommendation and additional material (all available student evaluations of the candidate as a coach and physical activity instructor, and any other materials provided the Chair for the reappointment decision) are due in the Office of the Dean no later than three weeks after the Dean has made the candidate's reappointment file available to the Chair and the other voting members of the Department.

For each four-year reappointment, the Department's recommendation, any supplementary statements from the voting members, and additional material (all available student evaluations of the candidate as a coach and a physical activity instructor; and any other materials provided by the Chair for the reappointment decision) are due in the Office of the Dean no later than three weeks after the Dean has made the candidate's reappointment file available to the Chair and the other voting members of the Department.

At each reappointment, the Chair shall inform the candidate of the Department's recommendation, normally before sending it to the Dean.

2. **Role of the Faculty Member.** For a one-year reappointment, the candidate shall submit to the Office of the Dean no later than three weeks after the end of the season of the candidate's main sport a current curriculum vitae; a personal statement on coaching, physical activity instruction, and service; and any other materials that explain the candidate's accomplishments or illustrate the candidate's practices in coaching, physical activity instruction, or service.

For a two-year reappointment, the candidate shall submit to the Office of the Dean a current curriculum vitae; a personal statement on coaching, physical activity instruction, and service; and any other materials that explain the candidate's accomplishments or illustrate the candidate's practices in coaching, physical activity instruction, or service. The date of submission shall be determined by the Chair in consultation with the Dean no later than Oct 1.

For the four-year reappointment accompanied by promotion to Associate Professor, or the four-year reappointment accompanied by promotion to Professor, the candidate shall provide the Dean by October 15 with the names and addresses of two non-Hamilton professional peers who can evaluate the candidate's professional knowledge and activity, and the names of fifteen former or current students whom the candidate would like to be asked for an evaluation of his or her teaching (that is, coaching and physical activity instruction). Of the fifteen names, at least five must be of students coached by the candidate and at least five must be from students in physical activity classes. By November 15, the candidate shall submit to the Dean a current curriculum vitae; a personal statement on coaching, physical activity instruction, and service; and any other materials that explain the candidate's accomplishments or illustrate the candidate's practices in coaching, physical activity instruction, or service.

For four-year reappointments in the rank of Professor, the candidate shall provide to the Dean by October 15 the names of fifteen former or current students from the preceding four years whom the candidate would like to be asked for an evaluation of his or her teaching (that is, coaching and physical activity instruction). Of the fifteen names, at least five must be of students coached by the candidate and at least five must be from students in physical activity classes. By November 15, the

candidate shall submit to the Dean a current curriculum vitae; a personal statement on teaching (that is, coaching and physical activity instruction), and service; and any other materials that explain the candidate's accomplishments or illustrate the candidate's practices in coaching, physical activity instruction, or service. The personal statement may be relatively brief and should cover the intervening years since the previous four-year reappointment as well as outline professional goals for the next four years; physical activity instruction and coaching materials may be omitted.

- 3. Role of the Committee on Appointments.** The Committee on Appointments advises the President and the Dean on matters of reappointment and promotion. For each reappointment case, the Committee shall receive from the Dean all materials included by the Dean in the reappointment file, gather any additional evidence by such means as it deems necessary, and make its recommendations to the Dean within one month of receiving the file from the Dean's Office.

When the Committee differs with the Department, the Subcommittee that considered the case shall confer with the voting members of the Department to try to reach agreement before the Committee makes its recommendation.

Committee deliberations and voting always occur in executive session.

- 4. Role of the Dean.** For reappointments, in consultation with both the Chair 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. The Dean shall provide the Chair by October 1 the list of candidates for reappointment, and shall receive from the Chair by October 15 the list of four outside evaluators for candidates for any four-year reappointments accompanying promotion to Associate Professor, four-year reappointments accompanying promotion to Professor, and the first four-year reappointment for those faculty hired at the rank of Associate Professor or Professor.

In the case of one-year reappointments, no later than three weeks after the end of the candidate's main coaching season, the Dean shall receive from the candidate the material listed in VII.H.2 and make it available to the Chair and the other voting members of the Department. No later than three weeks after this occurs, the Dean shall receive from the Chair any student evaluations of coaching and physical activity instruction in the departmental files covering the period deemed relevant by the Chair, any additional materials gathered at the initiative of the Chair in consultation with the Dean or at the request of the Dean, the departmental recommendation, and any supplementary letters from department members submitted to the Chair. The Dean shall forward the departmental recommendation to the Committee on Appointments, along with copies of all material gathered by the Dean for this decision from the candidate, the Department, and other sources. Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider that recommendation and the recommendation from the Department and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

In the case of two-year reappointments, the Dean shall receive from the candidate the material listed in VII.H.2 no later than the date determined by the Chair in consultation with the Dean. No later than three weeks after the Dean makes this material available to the Chair and other voting members of the Department, the Dean shall receive from the Chair any student evaluations of coaching and physical activity instruction in the departmental files covering the period deemed

relevant by the Chair, any additional materials gathered at the initiative of the Chair in consultation with the Dean or at the request of the Dean, the departmental recommendation, and any supplementary letters from department members submitted to the Chair. The Dean shall forward the departmental recommendation to the Committee on Appointments, along with copies of all material gathered by the Dean for this decision from the candidate, the Department, and other sources. Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider that recommendation and the recommendation from the Department and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

For all four-year reappointments, the Dean shall receive from the candidate the material listed in VII.H.2 no later than November 15. The Dean shall also solicit written evaluations from the students suggested by the candidate and from a list of 30 students randomly selected by the Registrar from among those currently or recently taught (that is, coached or instructed in physical activity), asking the students to provide an evaluation of those aspects of the candidate with which they are familiar. At least 10 of the names shall be of students coached and at least 10 of the names shall be of students from physical activity classes.

For a candidate's four-year reappointment accompanying promotion to Associate Professor, the four-year reappointment accompanying promotion to Professor, or the first four-year reappointment for those hired at the rank of Associate Professor or Professor, the Dean shall also receive from the candidate the names and addresses of two outside evaluators by November 15. For these reappointments, 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 Chair.

For all four-year reappointments, by February 1, the Dean shall make available to the Chair and the other voting members in the Department all of the material gathered from the candidate, the letters from students (including any gathered for previous four-year reappointments), the outside evaluations gathered on a candidate, and any additional materials gathered at the initiative of the Chair in consultation with the Dean or at the request of the Dean. No later than three weeks after this occurs, the Dean shall receive from the Chair any student evaluations of coaching and physical activity instruction in the departmental files covering the period deemed relevant by the Chair, any additional materials gathered at the initiative of the Chair or at the request of the Dean, the departmental recommendation, and any supplementary letters from department members submitted to the Chair. The Dean shall forward the departmental recommendation to the Committee on Appointments, along with copies of all material gathered by the Dean for this decision from the candidate, the Department, and other sources. Upon receipt of the recommendation of the Committee on Appointments, the Dean shall consider that recommendation and the recommendation from the Department and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

For all reappointments, when the Dean's recommendation is at variance with the recommendation of the Committee on Appointments or the Department, the Dean shall call a meeting of Committee on Appointments chair and the Committee on Appointments subcommittee that considered the case, the Dean, and the voting members of the Department to try to reach agreement before the recommendations go to the President.

5. **Role of the President.** The President shall receive all materials on the candidate from the Dean along with the recommendations of Department, the 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 all reappointment and promotion decisions 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, 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 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 coaching, physical activity instruction, and service, shall be communicated in writing by the President or the Dean to the candidate, the Chair of the Department, 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 to do so on her or his behalf.

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. These allowances are intended to make a contribution toward the cost of relocation and are normally less than the expenses incurred. The amount of the allowance is determined by the distance of the old residence from the College and is set forth in the letter of appointment to the faculty member. Current guidelines for moving allowances for faculty are as follows: \$1,000 (0-250) miles; \$2,000 (251-1,000); \$3,000 (1,001-2,000); and \$4,000 (2,001+). The moving allowance for a less than full time faculty member will be prorated. The Tax Cut and Jobs Act suspended the exclusion for qualified moving expense reimbursements. Starting on January 1, 2018, all moving expense reimbursements will be considered taxable income to the employee and added to the employee's payroll.

- 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, medevac, 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 Bachelor's 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 racquetball 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).

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 Deans or the Office of Sponsored Programs, 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 Transmittal Form (available in the Dean of Faculty Office) to be signed by the Chair of her or his department or program. The final proposal and completed transmittal form must be forwarded to the Office of Sponsored Programs, which shall serve as official signatory for the College. The completed proposal may be forwarded to the granting agency by the Office of Sponsored Programs or, for certain fellowship opportunities, by the principal investigator or project director. A copy of all proposals shall be filed with the Dean of Faculty Office through the Office of Sponsored Programs. Award letters and notifications, if they are not delivered directly to the Office of Sponsored Programs by the awarding entity, should be forwarded by the principal investigator or program director.

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 tenurable faculty 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 are eligible to request, through application to the Dean and Committee on Appointments, a one-term leave without reduction in their annual salary or a one-year leave at half their normal salary, after their first six semesters at the College. Normally, this leave will occur following the third-year reappointment.

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.

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 August 1, and approximately one year in advance of the beginning of the academic year for which the leave is sought. The Faculty member's Department or *ad hoc* committee Chair shall submit a letter in support of the leave to the Dean and the Committee on Appointments by August 20.

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 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 wellbeing 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 Chair or Program Director in writing.

Tenure-track and tenured members of the Faculty are eligible for extended 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. **Caregiver Leaves or Reduction of Duties.** The College recognizes that faculty members may require leaves of absence from teaching duties to care for a close family member. In such cases every effort shall be made to ensure that faculty members' needs are treated in a humane, supportive, and understanding manner.

The College shall provide up to one year's leave to the tenure-track or tenured member of the Faculty who is relieving family pressures when a family member is called to active military service or is caring for a close family relative (spouse, domestic partner, child, parent, parent-in-law, grandparent, grandchild) who is suffering from serious health condition such as an illness, injury, impairment, or physical or mental condition (that involves: inpatient care in a hospital, hospice, or residential health care facility; or continuing treatment or continuing supervision by a health care provider). Requests for caregiver leaves require documentation with the Dean of Faculty and Human Resources and shall be granted at the discretion of the Dean. Visiting faculty are not eligible for such leave, but may be eligible under the Family and Medical Leave Act.

Requests for caregiver leaves are considered on a semester-by-semester basis. A faculty member may apply for a full leave for one semester with no teaching or service responsibilities without salary. A full-time faculty member may instead request a one-course reduction while continuing service responsibilities with a 20% reduction in that semester's salary. Both the full leave and the one-course reduction shall be without loss of health care benefits with the faculty member's contribution based on pre-leave terms.

The arrangements approved by the Dean shall be communicated to both the faculty member and Department or Program Chair in writing. The length of each leave 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. Full leaves of a semester or longer for tenure-track faculty members 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.

Approval of requests for extensions of caregiver leaves beyond a semester shall be based on the needs of the faculty member and the pedagogic and instructional needs of the College. Requests for leave extensions require documentation of the necessity with the Dean of Faculty and Human

Resources and shall be granted at the discretion of the Dean. If a second full leave is granted as an extension, the faculty member normally will not receive benefits but may continue their health, life, and long-term disability insurance benefits on an individual basis with the full cost of any benefit elected paid for by the faculty member. After one year, the faculty member and the Dean will work to define terms of employment that can be accommodated given the employee's personal situation and the resources available for support.

7. **Leaves of Non-Caregiving 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. 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 for tenure-track faculty members 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 each 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. They may continue their health, life, and long-term disability insurance benefits, on an individual basis and the full cost of any benefit elected shall be paid for by the faculty member.

8. **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 caregiver 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.

Hamilton College reaffirms the 1940 statement of the American Association of University Professors on the subject of Academic Freedom, "Statement of Principles on Academic Freedom and Tenure" (AAUP, Policy Documents and Reports, 10th ed. [Washington, D.C., 2006], 3). It also affirms the AAUP's statement of November 1999 "On Collegiality as a Criterion for Faculty Evaluation," which states that, "...collegiality, in the sense of collaboration and constructive cooperation, identifies important aspects of a faculty member's overall performance...understood in this way, collegiality is not a distinct capacity to be assessed independently of the traditional triumvirate of teaching, scholarship, and service."

The College also concurs with the AAUP statement that, "Professional misconduct or malfeasance should constitute an independently relevant matter for faculty evaluation. So, too, should efforts to obstruct the ability of colleagues to carry out their normal functions, to engage in personal attacks, or to violate ethical standards." (AAUP, Policy Documents and Reports, "On Collegiality as a Criterion for Faculty Evaluation." [http://www.aaup.org/report/collegiality-criterion-faculty-evaluation.](http://www.aaup.org/report/collegiality-criterion-faculty-evaluation))

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, having redacted identifying information about external reviewers, 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.

The Appeals Committee shall select a Chair from among its members, and the Chair shall preside at all sessions of the Committee.

- 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. Professional Misconduct: Procedures and 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 temporary suspension from the College or any other major changes in the conditions of employment that diverge from the ordinary agreements. Sanctions that do not constitute a major change in the terms of employment include but are not limited to: an oral warning and notation of such in the appropriate personnel file(s); training related to conduct in a professional environment; a written letter of reprimand in the personnel file(s); removal of the faculty member from supervisory role(s); suspension from specific Department or College duties or roles; withdrawal of college research or conference support; removal from the position of Chair of a department, Director of a program, or Chair of a committee; minimal or no salary increase or other similar measures based upon the particular circumstances.

To show the existence of adequate cause for dismissal or the invoking of some other major change in the terms of employment 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 are spelled out in Section X. Part E.

When a party to the process – either the complainant, the Dean, or the faculty member whose rights are at issue – believes that the Dean has a conflict of interest, he or she may bring those concerns to the President. The President may then, if it seems appropriate, designate a tenured professor to substitute for the Dean in the procedures below.

1. Procedure

- a. Allegations of professional misconduct (excluding those of harassment and sexual misconduct that are covered in 1. b., or those for which investigative procedures exist elsewhere within the College) shall first be considered by the Dean who may: investigate the substance with those involved, seek confidential advice as he or she deems appropriate, and/or refer the matter to the appropriate College body when one exists.

If the Dean concludes there is substance to the allegations, he or she shall discuss them in person with the faculty member concerned to notify them of the allegation in an effort to reach mutually agreeable arrangements (except in cases of harassment or sexual misconduct, which are governed by 1.b.). The faculty member may be accompanied to this meeting by an advisor of her or his own choice, selected from the College Faculty. Following this meeting, the Dean shall inform the faculty member in writing of the specific allegation of professional misconduct of which they are accused and the evidence that exists against them. The faculty member shall respond in writing within two weeks, which time may be extended by the Dean.

Having sought confidential advice, as he or she deems appropriate, the Dean shall inform the faculty member concerned in writing of his or her determination and sanction, if any. In the event the Dean concludes that the professional misconduct may warrant a sanction constituting a major change in the terms of employment, the Dean shall follow the procedures in Section X.E. In cases involving a sanction that does not constitute a major change in the terms of employment, a faculty member found responsible for professional misconduct may appeal to the President to review the determination and sanction of the Dean.

- b. Because Hamilton College views harassment and sexual misconduct (as defined by the Harassment and Sexual Misconduct Policies) to be a threat to community norms and its educational mission, the following procedures have been put into place.

When allegations of harassment or sexual misconduct are brought to the Dean of Faculty, the Dean will present the options available in the College's Harassment and Sexual Misconduct Policies to the complainant. If the individual wishes to proceed with a formal complaint, he or she may initiate the process by submitting a letter of complaint to the Dean of the Faculty or the Director of Human Resources. In the event the individual elects not to proceed with a formal complaint, it is still incumbent upon the Dean to pursue the matter and take appropriate steps to put an end to any harassment or inappropriate behavior that may be found.

When a written complaint of harassment or sexual misconduct has been brought to the Dean of Faculty, the Dean will request that the Chair of the Harassment and Sexual Misconduct Board (HSMB) initiate an investigation following HSMB Procedures and employing a preponderance of the evidence standard. If the HSMRP determines that the Harassment and Sexual Misconduct policies have been violated, the HSMRP will recommend a sanction to the Dean of the Faculty based on the nature of the violation and available precedent. The Dean shall contact the parties involved to notify them of the outcome of the investigation.

When a violation of policy has been determined by the HSMRP, the Dean of the Faculty will take appropriate action choosing from one or more of the following actions: a verbal warning

and notation of such in the appropriate personnel file(s); a written letter of reprimand in the personnel file(s); training related to harassment and other interpersonal conduct in a professional environment; removal of the faculty member from supervisory role(s); suspension from specific Department or College duties or roles; withdrawal of college research or conference support; removal from the position of Chair of a department, Director of a program, or Chair of a committee; minimal or no salary increase. In addition, the Dean may impose other remedial measures such as requiring a formal apology to the victim(s) and/or taking steps to separate or otherwise minimize future contact between the harasser and the victim(s).

- c. A faculty member may be temporarily suspended for professional misconduct of either kind (as defined in a. or b. above) 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 for Dismissal or Major Changes in the Condition of Employment

If allegations of professional misconduct against a faculty member have been substantiated, the Dean shall 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 major changes in the condition of employment. 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 what follows.

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. In addition, the faculty member may be accompanied by an advisor of her or his own choice selected from the College Faculty.
- 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. In cases of harassment or sexual misconduct, the Tribunal will, at the request of the alleged victim of the harassment or misconduct, close the hearing.
- 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 harassment or sexual misconduct against the respondent, the Tribunal shall consult with the Chair of the Harassment and Sexual Misconduct 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

Hamilton College's Affirmative Action Policy can be found online at:

<https://www.hamilton.edu/offices/human-resources/policies/affirmative-action-policy>