



Hamilton

Faculty Handbook

August 2008

Hamilton College is a coeducational, residential, liberal arts college whose members value and seek intellectual and cultural diversity. The College encourages respect for political, religious, ethnic, gender identity, racial, physical, generational, intellectual, sexual and affectional differences. Such respect promotes free and open inquiry, independent thought and mutual understanding. The College complies with all relevant State and Federal laws on non-discrimination, and is an affirmative action/equal opportunity employer. The Assistant to the President, Hamilton College, Clinton, NY 13323, (315) 859-4106, is the person responsible for coordinating the College's efforts to comply with Title IX of the Education Amendment of 1972, and Section 504 of the Rehabilitation Act, as well as its procedures for dealing with harassment on the basis of gender, race, sexual/affectional orientation, disability, ethnic origin, and religion.

PREFACE

The *Faculty Handbook* is designed to meet two needs: first, to provide new members of the Faculty a general introduction and orientation to the College and its organization, procedure, and services; second, to serve as a reference book containing information of importance to all members of the Faculty.

All members of the Faculty are urged to make themselves familiar with the regulations, practices, and expectations that prevail at the College. Sections of the *Handbook* may become dated at any time as a result of future state or federal laws, legal decisions, or actions of the Faculty and Board of Trustees. As such changes occur, the Vice President for Academic Affairs and Dean of Faculty and Academic Council will distribute addenda.

This edition of the *Handbook* incorporates all pertinent resolutions passed by the Faculty through its meeting of May 21, 2008. Any questions concerning information given in this handbook should be addressed to the Vice President for Academic Affairs and Dean of Faculty, Hamilton College, 198 College Hill Road, Clinton, New York, 13323, (315) 859-4607. Corrections of any errors, omissions, inaccuracies, or ambiguities will be most appreciated.

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

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TABLE OF CONTENTS

| | Page |
|---|------|
| I. College Mission | 4 |
| II. Organization of the Trustees and Administration | 5 |
| III. Organization of the Faculty of Hamilton College | 7 |
| IV. Faculty Service on Committees and Boards | 11 |
| V. Departments and Programs of the Faculty | 24 |
| VI. Appointment, Reappointment, Promotion and Tenure | 27 |
| VII. Appointment, Reappointment, and Promotion in the Department of Physical Education | 44 |
| VIII. Faculty Salary Procedures and Benefits | 54 |
| IX. Policies Related to Faculty Professional Activities | 60 |
| Appendix A: Review and Appeals Procedures | 71 |
| Appendix B: Hamilton College Affirmative Action Policy..... | 81 |

I. COLLEGE MISSION

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

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

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

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

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

II. ORGANIZATION OF THE TRUSTEES AND ADMINISTRATION

A. Trustees

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

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

Besides its Executive Committee, which acts for the Board when it is not in session, the Board of Trustees has nine Standing Committees that include faculty and students, as follows:

1. **Committee on Instruction:** considers matters relating to the academic program and policies with respect to faculty appointments and faculty compensation.
2. **Committee on Buildings, Grounds, and Equipment:** considers matters relating to the physical plant, major facilities, and College grounds.
3. **Committee on Honorary Degrees:** solicits and considers the nominations of candidates for honorary degrees at Commencement.
4. **Committee on Budget and Finance:** exercises general supervision over the finances of the College.
5. **Committee on Investments:** oversees the investment of all funds and securities of the College.
6. **Committee on Development of Resources:** devises methods for increasing the funds and resources available to the College.
7. **Committee on Planning:** considers long range planning as it pertains to the future of the College and its educational purposes.
8. **Committee on Student Affairs:** considers matters of student life, including extracurricular activities and housing.
9. **Committee on Admissions:** considers matters relating to admissions and financial aid.

In addition, the Board has a Committee on Nominations, made up of Board members only, which offers nominations to vacancies for Charter members and for Board officers.

B. Administration

The principal College Officers and their general responsibilities are as follows:

- 1. The President.** The President, who holds his or her office at the will and pleasure of the Board, is designated in the By-Laws of the Board as the Chief Executive Officer of the College. The President bears the responsibility for the administration of the educational program of the College. He or she has the authority to appoint members of the Faculty and of the Administration, but he or she must report each such appointment to the Board and make appointments to tenure only with the approval of the Board. If, for any reason, the President cannot exercise the responsibilities of Chief Executive Officer, the Board shall appoint a temporary or permanent replacement.
- 2. The Vice President for Academic Affairs and Dean of Faculty.** The Vice President for Academic Affairs and Dean of Faculty, hereafter referred to as VP/Dean, the principal academic officer under the President, oversees the Faculty and the curriculum and has responsibility for the execution of educational policy. Under the VP/Dean's jurisdiction are the Registrar, Library, Writing Center, Oral Communication Center, Opportunity Programs, Quantitative Literacy Center, Critical Languages, Hamilton College Programs Abroad, Levitt Public Affairs Center, Kirkland Project, Emerson Gallery, Student Fellowships, and the ACCESS Project.
- 3. The Vice President, Administration and Finance.** The Vice President, Administration and Finance, oversees the preparation of the budget and expenditures against it. Under the Vice President's jurisdiction are the Physical Plant, the Computer Center, the Business Office, the Human Resources Office, and the College Store.
- 4. The Dean of Students.** The Dean of Students has primary responsibility for the direction and quality of undergraduate life, including student orientation, advising, and housing. Under the Dean's jurisdiction are the Career Center, the Coordinator of the Chaplaincy, Counseling and Psychological Services, the Health Center, the Office of Campus Safety, and the Office of Multicultural Affairs, Residential Life and Student Activities.
- 5. The Dean of Admission and Financial Aid.** The Dean of Admission bears primary administrative responsibility for the recruitment and selection of students. Under her or his jurisdiction is the Director of Financial Aid.
- 6. The Vice President, Communications and Development.** The Vice President, Communications and Development, bears primary responsibility for raising current and capital funds. Also under the

Vice President's jurisdiction are Press Relations, Publications, and Alumni Programs.

7. **The Vice President for Information Technology.** The Vice President for Information Technology is responsible for planning, implementing, and managing the use of computing, networking, telecommunications, and electronic information resources and assuring that sufficient resources exist to support excellence in the use of information technologies in connection with the academic and administrative programs of the College.
8. **The Vice President for Investments and Treasurer.** The Vice President for Investments and Treasurer works with the Trustee Committee on Investments in overseeing the activities of professional money managers and limited partnerships and is responsible for the management of the College's endowment and Planned Giving Funds and the custodial banking relationship in managing the assets.

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. Vice President for Academic Affairs and Dean of Faculty

The VP/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 VP/Dean reports directly to the President and is assisted by the Associate Dean of Faculty, who is appointed by the President from among the full-time tenured faculty for a non-renewable term normally of three years. Neither the VP/Dean nor the Associate Dean can be elected to committees of the Faculty, but each may serve, *ex officio*, on certain committees as noted hereafter and in Chapter IV.

The VP/Dean is a voting member, *ex officio*, of the Academic Council, the Committee on Academic Policy, the Faculty Committee on Admission and Financial Aid, the Committee on the Library, and the Vice-President's Advisory Committee. He or she may, however, 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 VP/Dean reports annually to the Faculty on matters relating to faculty and curricular development.

The Associate Dean acts as Affirmative Action Officer in all matters related to faculty hiring, serves as the chair of the Scientific Misconduct Review Board, coordinates the submission of budget and personnel materials to the VP/Dean for review, and assists the VP/Dean in a wide variety of areas.

The VP/Dean serves at the pleasure of the President and may be reappointed on a yearly basis over a term of five years. If the VP/Dean is to be considered for reappointment for a subsequent term, his or her 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 VP/Dean's term. The committee shall solicit confidential letters of evaluation from all department chairs and heads of programs 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 VP/Dean's term. The review process shall be discontinued if the VP/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 VP/Dean's term whether the VP/Dean is to be reappointed.

B. The Faculty

The Faculty shall consist of the President; the VP/Dean; the Associate Dean of Faculty; and all members of the departments and instructional programs of the College who hold regular or visiting appointments not less than half-time as Professor, Associate Professor, Assistant Professor, or Instructor, as defined by letter of appointment. With consent of the Faculty, the President may designate faculty membership to any administrative officer of the College. Individuals hired to teach less than one-half time hold the position of Lecturer and are termed Adjunct Faculty.

C. Attendance and Voting

All members of the Faculty except Lecturers have the right to vote, and each is expected to attend all meetings of the Faculty. Officers of the College who are not members of the Faculty may attend Faculty meetings without the right to vote. At its discretion, the Faculty may extend to any member of the College community an invitation to attend the meetings of the Faculty, with or without term, and with or without the right to vote.

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 will be specifically limited by a judgment of the presiding officer, or on advice of the Academic Council or the Faculty.
2. The presiding officer, with the concurrence of the body, may at any time call the body into executive session, in which case the house will be cleared of all persons except the voting members of the Faculty.
3. Any voting member may offer a motion to call the body into executive session, and, if the motion be duly seconded and supported by one-third of the voting members of the Faculty present, the house will then be cleared of all persons except voting members of the Faculty.
4. Observers will sit in a separate section reserved for this purpose and will not vote, and may address the Faculty if addressed by the chair.
5. At the outset of each academic year, the Secretary of the Faculty shall inform administrative colleagues and the President of the Student Assembly that they are invited to become observers at the Faculty meetings, always including with such invitation a copy of this paragraph.

D. Faculty Meetings

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

The quorum of the Faculty shall be seventy voting members. Faculty meetings normally will 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 will select one of its members to preside. The Chair of the Faculty is elected annually and can serve no more than three consecutive terms. The Chair is a member, *ex officio*, of the Academic Council.

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 will come from standing committees of the Faculty, but ten members of the Faculty, after consultation with the appropriate committee and/or the Academic Council, have the right to have motions included on the agenda of a Faculty meeting. Normally, the chair of the relevant standing committee or the committee's designated substitute shall introduce business included on the agenda.

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, or upon any business ruled by the presiding officer to involve a substantial change of policy, 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, and IX, and the Appendices of the *Faculty Handbook*, may be made only by a two-thirds majority, 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*. The presiding officer shall be advised on parliamentary procedures by a member of the Faculty nominated and elected at the May meeting for a term of three years.

The Faculty shall nominate and elect annually at its May meeting one of its members to serve as Secretary of the Faculty. This election shall precede all committee elections. The Secretary shall serve as a member, *ex officio*, of the Academic Council; shall assist in election procedures as described in Chapter IV, Section A; shall form an Appeals Committee according to procedures described in Appendix A; and shall perform such other duties as are assigned by the Faculty. As Faculty Secretary, and as a member of the Academic Council, the Secretary 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.

When the Faculty meets in executive session, all motions and discussions are to be considered confidential unless the Faculty instructs the VP/Dean to make them public.

IV. FACULTY SERVICE ON COMMITTEES AND BOARDS

A. Standing Committees of the Faculty

To be eligible for election to a standing committee or an *ad hoc* committee of the Faculty, members of the Faculty must have taught at Hamilton for not less than one full academic year at the time of nomination, and must hold the rank of Professor, Associate Professor, or Assistant Professor, except for the Committee on Appointments and the Board of Seven, where eligibility is restricted to tenured members of the Faculty holding the rank of Associate Professor or Professor. The President is a member, *ex officio*, of all faculty committees.

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. With the exception of the Board of Seven, each standing committee through its chair shall provide by April 1 as advice to the Academic Council the names of candidates for each vacancy. The Council, after consulting with the appropriate committee chairs, shall make, as authorized by the Faculty, appointments to committees and announce the appointments by May 31. For vacancies on committees the Faculty has decided to fill by election, the Council, after consulting with the committee chairs, will select two nominees for each vacancy and shall establish that nominees are eligible and willing to serve if elected. The Council shall nominate faculty members for committees in the order in which the committees are listed in the *Faculty Handbook*.

A final slate of all nominees for each committee vacancy will be distributed to the Faculty when it is called to its next to the last regularly scheduled meeting of the academic year. When elections become the order of business, the Council will distribute to each voting member present an official single ballot which lists the names of all nominees for each committee vacancy. The chair will entertain nominations from the floor for each committee, seriatim, in the order in which committees are listed on the ballot, which order shall be the

same as that of the *Faculty Handbook*. The names of nominees offered from the floor shall be written on the ballot in appropriate spaces.

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

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

Election shall be by majority vote. In instances where a majority is not obtained, the Faculty shall conduct run-off elections at its last annual meeting until the chair declares that all vacancies are filled. Run-off elections shall be by written ballot, and they shall be conducted in the order in which the committees are listed in the *Handbook*. The membership of each earlier listed committee shall be known to the body before the next run-off election is begun. In run-off elections, nominees must be from among those listed for the same vacancy on the earlier ballot.

The Parliamentarian, Secretary, and new members of all standing committees elected or appointed in May assume their responsibilities on July 1. Vacancies occurring during the year are filled by the same procedures, but service or membership becomes effective at the time of election or appointment.

2. Board of Seven

Election to the Board of Seven shall be by two-stage preferential ballot. Not later than April 1, each voting member of the Faculty shall receive by mail from the Secretary of the Faculty a nomination ballot containing a list of all those tenured faculty eligible for nomination. Tenured faculty who are known to be resigning or retiring at the end of the current year, who are known to be going on leave for any part of the following academic year, or who are known to be serving on the Committee on Appointments for any part of the following academic year shall be ineligible. Each voting member shall mark on the ballot nine nominees in order of preference according to the instructions on the ballot, and shall return the ballot to the Secretary of the Faculty by April 15. The Secretary shall determine those twelve candidates most preferred, and shall place their names on the ballot for the second stage. Not later than May 1, each voting member of the Faculty shall receive by mail from the Secretary of the Faculty the second-stage ballot for the election, and shall mark on this ballot a preferential choice for all nominees according to the instructions on the ballot,

and shall return the ballot to the Secretary by May 15. The Secretary shall determine the seven candidates most preferred and these seven shall constitute the Board of Seven.

The results shall remain confidential with the Secretary, and all ballots from the first- and second-stage procedures shall be preserved by the Secretary until the next annual election of the Board.

For description of the functions and procedures for the Board of Seven, see *Appendix A*.

3. Committee on Academic Policy

- a. **Membership.** The Committee on Academic Policy shall consist of the VP/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 will 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 annually.
- b. **Meetings.** Normally the Committee shall meet weekly when College is in session, but special meetings may be called by the chair or the VP/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 reforms on 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 VP/Dean and the President on the allocation of faculty to departments and programs of instruction; report annually to the Faculty the significant developments with which it dealt during the preceding year; and assume such other responsibilities as may be voted by the Faculty.

4. Committee on Appointments

- a. **Membership.** The Committee on Appointments shall consist of six regular members. All members will be elected from among those on the Faculty holding tenure. Members will be elected for three-year terms, and annual elections will be held to replace members whose terms expire. At any time, the Committee must include at least three members with a minimum of one year of prior experience on the Committee on Appointments. No two members of the Committee shall be from the same department. In any decision or negotiation in which prior involvement or conflict of interests

arise, the member involved will disqualify him- or herself, and another member of the Committee will take his or her place. The Committee will elect a chair from among the senior members of the Committee. The Committee chair shall have the option of receiving a one-course teaching reduction annually. In the event that there are more than twelve members of the Faculty standing for tenure in any given year, the Committee may request the election of a seventh regular member for a one-year term from among those members of the Faculty who have served previously on the Committee.

- b. Meetings. The Committee shall meet at the call of its chair, the VP/Dean, or the President.
- c. Functions. The Committee shall advise the President and the VP/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 will be chosen according to the following principles: (i) insofar as possible, subcommittee assignments will be divided equally among the members of the Committee; (ii) each subcommittee must have at least one member who has had one year or more of prior service on the Committee; and (iii) subcommittees will be assigned to cases on a random basis, with the caveat that no subcommittee will be assigned a case that produces a conflict of interest. Subcommittee decisions will be reported to the entire Committee, and the chair of the Committee will forward the subcommittee recommendation to the President and the VP/Dean on behalf of the entire Committee.

The Committee shall also advise the VP/Dean and the President on policies and procedures for faculty development, including the awarding of periodic leaves; and consult with the President or VP/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 VP/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 VP/Dean. Three members shall constitute a quorum.
- c. Functions. The Council shall serve as an executive committee for the Faculty and shall carry out such assignments as are delegated to it by the Faculty and the President. The Council shall act as an agenda committee for the Faculty and shall bring promptly to the Faculty

all business issuing from its standing committees; call meetings of the Faculty, record and distribute minutes of all Faculty meetings; prepare slates of nominees for committee vacancies; advise the VP/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 VP/Dean at the VP/Dean's request or upon its own initiative.

Faculty are encouraged to share concerns over 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 will 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 VP/Dean shall report on behalf of the Council to the faculty regarding the Council's discussions and recommendations regarding these issues.

6. Faculty Committee on Admission and Financial Aid

- a. Membership. The Faculty Committee on Admission and Financial Aid shall consist of the Dean of Admission, the VP/Dean, both *ex officio*, and six elected members of the Faculty, with one or more elected each year for four-year terms. The chair shall be elected annually by the Committee from among the faculty members.
- b. Meetings. The Committee shall meet monthly when College is in session, but special meetings may be called by the chair or at the request of any two members of the Committee. Five members shall constitute a quorum.
- c. Functions. The Committee shall oversee all matters of policy on admission and financial aid and recommend changes on policy to the Faculty for its approval and transmission to the President; advise the Dean of Admission at his or her request or upon its own initiative; participate to the level needed to perform its other functions as members of the Admission Board in the process of admission and awarding financial aid through reading and evaluation of admission folders and through participating in such other procedures as it deems suitable; review from time to time the work of the offices of Admission and Financial Aid to determine the degree to which they have adhered to policy and met stated objectives; help inform the admission staff about academic and cultural activities available at the College and about significant academic, intellectual, and artistic achievements by faculty and undergraduates; participate in the preparation and revision of information concerning faculty, departments, and programs of the College for prospective candidates for admission; participate in the selection of Associate and Assistant

Deans of Admission, and consult on the procedures by which other positions in Admission and Financial Aid are filled; advise the President in any review he or she may undertake of the Office of Admission and Financial Aid or its personnel; recommend to the President procedures for filling the position of the Dean of Admission when a vacancy arises; and report annually to the Faculty.

7. Committee on Academic Standing

- a. Membership. The Committee on Academic Standing shall consist of the Associate Dean of Students (Academic) as chair, the Dean of Students, both *ex officio*, and four appointed members of the Faculty, with one appointed each year for a four-year term.
- b. Meetings. Normally the Committee shall meet twice a month when College is in session, but special meetings may be called by the chair.
- c. Functions. The Committee shall receive and take final action on petitions for summer credit, advanced placement credit, transfer credit, study at other institutions, independent study, and inter-disciplinary 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.

8. Committee on the Library

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

9. Committee on Information Technology

- a. Membership. The Committee on Information Technology shall consist of the Director of Information Technology Services (ITS), the VP/Dean, the Vice President, Administration and Finance, the Registrar, and the Librarian, all *ex officio*; four appointed members of the Faculty (representing the Sciences and Mathematics, Humanities and Languages, History and the Social Sciences, and the Arts) with at least one appointed each year for a three-year term; and two students from different classes appointed as a junior for a term of two years. The Director of ITS 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 elected members.
- c. Functions. The Committee works to insure that academic computing and networking are used appropriately and effectively in behalf of teaching and scholarship at the College. It serves as the principal means of communication among faculty, students, administrators, and staff on all matters relating to the use of information technology in the academic program. It reviews College policies and procedures relating to computing, networking, and the allocation of information technology resources, and, when it deems appropriate, suggests revisions. It advises the Committee on Academic Policy, the VP/Dean, the Vice President, Administration and Finance, and the Director of Information Technology Services, and serves as liaison with the College community.

10. Committee on Student Activities

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

11. Faculty Committee on Budget and Finance

- a. Membership. The Committee on Budget and Finance shall consist of four elected tenured members of the faculty, with one elected each year for a four year term; the Vice President for Academic Affairs and Dean of Faculty *ex officio*; and the Vice President, Administration and Finance *ex officio*. At any time, at least two of

the Faculty members will have had a minimum of one year of prior experience on the Vice President's Advisory Committee or 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 wish to bring to the committee. The committee shall report at least once each semester to the Faculty.

12. Committee on Athletics

- a. Membership. The Committee on Athletics shall consist of three appointed members of the Faculty, with one appointed each year for a three-year term; the Faculty representative to the NCAA as appointed by the President *ex officio*; three students, two appointed from the Student Athlete Advisory Committee and one appointed by the Student Assembly; the Associate Dean of Students (academic) *ex officio*; and the Director of Athletics *ex officio* and the Senior Woman Administrator *ex officio*. One of the appointed faculty members shall serve as chair.
- b. Meetings. Normally, the committee shall meet at least 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 equity, use of facilities, and recruiting and admissions. The Committee will advise the Director of Athletics and the Administration, report to the Faculty at least once a semester, and bring legislation to the Faculty as appropriate.

B. Committees and Boards with Faculty Members

In addition to the standing and *ad hoc* committees of the Faculty, faculty members serve on the following deliberative bodies:

Elective Committees and Boards

1. Alumni Council

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

2. Planning Committee

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

3. The Honor Court

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

4. The Judicial Board

- a. Membership. The Judicial Board shall be comprised of ten voting members: seven students and three faculty members, and a non-voting student chair. Faculty members shall be elected by the Faculty at its May meeting, one each year for a staggered three-year term, from a slate nominated by the Nominations Committee of the Student Assembly Central Council. The written consent of the candidates must be presented for each vacancy. In the event that the Student Assembly is unable to present a slate, the Academic Council shall nominate candidates. In accordance with Faculty rules, candidates may be nominated from the floor.
- b. For meetings and functions, see *The Hamilton College Student Handbook*.

5. The Appeals Board

- a. Membership. The Appeals Board shall be composed of five members: three faculty members and two students. Faculty members shall be elected by the Faculty at large for a three-year term, one vacancy arising per year.
- b. For meetings and functions, see *The Hamilton College Student Handbook*.

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

C. Appointive Committees and Boards

1. **Committees for Academic Programs.** The VP/Dean appoints faculty members to committees for the academic programs established by the Faculty that are not under the jurisdiction of any department. Appointments are normally for three years. Whenever possible, the VP/Dean will ensure that the terms of Program Committee voting members provide continuity in all decisions relating to reappointment, promotion, and tenure of faculty members serving in those programs. 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 VP/Dean on personnel matters related to the program. Committees exist for the following programs:

| | |
|--------------------------------|------------------------------|
| Africana Studies | Latin American Studies |
| American Studies | Medieval/Renaissance Studies |
| Asian Studies | Quantitative Literacy |
| Biochemistry/Molecular Biology | Russian Studies |
| Communication Studies | Women's Studies |
| Environmental Studies | |

2. Committee on Student Awards and Prizes

- a. Membership. The Committee shall consist of three members of the Faculty appointed by the VP/Dean for three-year overlapping terms, with the chair to be selected by the VP/Dean from among the appointed members.
- b. Meetings. The Committee shall meet at the call of the chair.
- c. Functions. The Committee shall oversee the evaluating and ranking of essays, poems, and stories submitted for prize competitions, and designate recipients of awards; shall advise the Dean of Students as requested on the selection of recipients of College awards and prizes; and shall select the James Soper Merrill Prize recipient.

3. Committee on Student Fellowships

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

4. Health Professions Advisory Committee

- a. Membership. The Committee shall consist of six members of the Faculty and Administration appointed by the VP/Dean for three-year overlapping terms, with the chair appointed by the VP/Dean. At least four members of the Committee shall be members of the Faculty.
- b. Meetings. The Committee shall meet at the call of the chair.
- c. Functions. The Committee shall conduct programs for students contemplating careers in the health professions, advise students considering application to graduate programs in the health professions, and recommend students to these programs.

5. Pre-Law Committee

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

6. Harassment and Sexual Misconduct Board

- a. Membership. The Harassment and Sexual Misconduct Board (the “Board”) shall be composed of at least eight and no more than ten members appointed by the President to staggered terms of two years in the case of student members and three years for non-student members. Each year the current Board will solicit applications and nominations and will recommend members who will serve in the following year. All members of the community may nominate individuals for Board membership provided the nominees are willing to serve if appointed. Every effort will be made to maintain a gender balance on the Board, which will include students and members of the faculty, administration, staff, and maintenance and operations. At least one member of the Board will be a tenured faculty member and at least one a student. The President shall appoint new members to the Board and designate the Chair before the final week of classes of the spring term. Normally, the Chair will be a tenured member of the faculty. The Chair shall arrange for the Board members to receive training prior to assuming their responsibilities. The term of appointment for new members shall begin with the first meeting of the Board in the fall semester.
- b. Meetings. The Board shall meet at the call of the Chair.
- c. Functions. Members of the Board shall provide information and counsel concerning sexual harassment; refer to a trained campus mediator members of the College community seeking mediation in a harassment situation; and respond to formal complaints. At the beginning of each term, the Board shall submit a report summarizing its activities of the previous semester to the President, who shall make the report public. The report shall not mention the name of any individual or identifying details of any case. For a description of Board policies and procedures, see the *Hamilton College Student Handbook*, and the separate brochure available in the Office of the Dean of Students, the Counseling Center, or from a member of the Harassment Grievance Board.

7. Human Subjects Institutional Review Board

- a. Membership. The Board shall consist of at least five members of varying backgrounds appointed by the VP/Dean for three-year overlapping terms with the chair to be selected by the VP/Dean. The Departments of Anthropology, Psychology, and Sociology should be represented along with another faculty member with expertise in ethical issues. The Board shall also include one person not associated with the College.
- b. Meetings. The Board shall meet at the call of the chair.
- c. Functions. The Board 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. Research involving human subjects must adhere to codes of professional ethics governing the rights and welfare of such subjects, as established by professional organizations. All research involving human subjects must be submitted to the Board for its approval.

8. Institutional Animal Care and Use Committee

- a. Membership. The Committee shall consist of at least five members appointed by the VP/Dean with three-year overlapping terms with the chair to be selected by the VP/Dean. The Committee shall include faculty from the Biology and Psychology Departments with research experience involving animals, a licensed 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 faculty member or student using laboratory animals in teaching or research must submit proposals for approval to the Committee before the use takes place.

9. Scientific Misconduct Review Board

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

10. Radiation Safety Committee

- a. Membership. The Committee shall consist of at least five members appointed by the VP/Dean with the Chair to be selected by the VP/Dean. The Committee shall include faculty from the

Departments of Biology, Physics, and Geology, as well as the Director of Campus Safety, and Laboratory Coordinator.

- b. Meetings. The Committee shall meet quarterly.
- c. Functions. The Committee will monitor established procedures with regard to radioisotopes and radiation-generating equipment, develop new or revised procedures in order to ensure compliance with state regulations, evaluate the suitability of facilities, and evaluate the credentials of persons proposed to be added to the College's license. The Radiation Safety Committee communicates with and has common concerns with the Hazardous Waste Committee. The Committee reports directly to the Officers of the College.

V. DEPARTMENTS AND PROGRAMS OF THE FACULTY

The departments of instruction are Anthropology, Art, Art History, Biology, Chemistry, Classics, Communication, Comparative Literature, Computer Science, Dance, East Asian Languages and Literature, Economics, English, French, Geosciences, German and Russian Languages and Literatures, Government, Hispanic Studies, History, Mathematics, Music, Philosophy, Physical Education, Physics, Psychology, Religious Studies, Sociology, and Theatre.

Academic programs include Africana Studies, American Studies, Asian Studies, Biochemistry/Molecular Biology, Chemical Physics, Digital Arts, Education Studies, Environmental Studies, Geoarchaeology, Latin-American Studies, Medieval/Renaissance Studies, Neuroscience, Public Policy, Russian Studies, and Women's Studies.

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

A. Meetings

1. In departments or programs with two or more members the chair 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 and shall be called by her or him on 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 shall be those faculty members in residence who hold appointments as Professor, Associate Professor, Assistant Professor, or Instructor.
3. Voting privileges of other members shall be determined by each department or program committee.
4. Appeal from a decision of a department or program committee may be carried by any member to the final authority of the President.

B. Chair

1. **Department Chair.** The chair of a department shall be appointed by the President, in consultation with the VP/Dean, from among the members of the department, normally for a term of four years. He or she may be reappointed. In order to ensure an opinion regarding the choice of the departmental chair, the VP/Dean will solicit advice from all members before submitting a recommendation to the President. At the time of a chair's appointment, the VP/Dean and the appointee shall agree on a suitable means of compensation.

The VP/Dean will consult chairs of departments about salary recommendations for members before making such recommendations to the President.

2. **Department and Program Committee Chairs.** In consultation with departmental or program colleagues, the chair of a department or program committee shall ensure that the educational, recruitment, and administrative functions of the department or program are effectively fulfilled. It shall be the duty of the chair to call meetings, as noted, and to preside over such meetings. Unless other provisions are made by vote, the chair shall be the intermediary between the department or program, 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 direct communication between any member of a department or program and officers of the administration shall at all times be free and open.

C. Functions

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

1. To formulate the educational policy of the department or program in accordance with the overall academic policy established by the Faculty.
2. To provide the proper courses, examinations, and requirements for the carrying out of such policy.

3. To award departmental or program honors and prizes.
4. To divide the work of instruction equitably among members of the department or program.
5. To formulate and carry out, in consultation with the VP/Dean, and in accordance with the policies of the College, procedures to secure for the department or program the best qualified faculty.
6. To 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. To recommend to the Library the purchase of all journals and books charged to departmental or program appropriation.
8. To prepare the departmental or program budget, with the exception of salaries, and to determine the allotment of all funds.
9. To provide for maintenance and administration of physical facilities, including purchase of supplies, and to handle other administrative matters as requested by the administrative officers.

D. Appointments

1. **Departments.** Responsibility for recommending departmental appointments, reappointments, promotions, and tenure lies with the regular departmental faculty already holding appointments not less than half-time according to the following procedure:
 - a. Professors who hold tenure shall vote on appointments to the rank of Professor and, with those Associate Professors holding tenure, on appointments and reappointments to the rank of Associate Professor and appointments to tenure. Actions taken shall be forwarded by the chair as recommendations to the VP/Dean.
 - b. Professors and Associate Professors, with and without tenure, shall vote on appointments and reappointments to the rank of Assistant Professor and Instructor. Actions taken shall be forwarded by the chair as recommendations to the VP/Dean.
 - c. Professors and Associate Professors, with and without tenure, and Assistant Professors shall vote together on appointments and reappointments to the rank of Lecturer. Actions taken shall be forwarded by the chair as recommendations to the VP/Dean.
 - d. 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 VP/Dean.

- e. Recommendations for appointments to positions not otherwise mentioned shall be made in accordance with these general principles.
 - f. When departmental 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 VP/Dean, provided that the general principles are followed.
2. **Programs.** Where appropriate, responsibility for advising the VP/Dean on personnel matters related to the program lies with the members of the program committee according to the procedures outlined above. Whenever possible, the VP/Dean will ensure that appointments of program committee voting members provide continuity in all decisions relating to reappointment, tenure, and promotion of faculty members serving in programs.

VI. APPOINTMENT, REAPPOINTMENT, PROMOTION AND TENURE¹

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 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 and/or program activities, by attending meetings of the Faculty, and by serving on faculty and College committees.

A. Types of Positions

Appointments to the positions described here may be either full-time or part-time (defined as half-time or more). The College normally allocates full-time rather than part-time positions to departments and programs. Professional qualifications will be the same for full-time and part-time positions. A full-time position may be shared by two appointees, who will

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

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 ordinarily 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, she or he will seek a recommendation from the *ad hoc* Committee described below (Section B.), as well as from the VP/Dean and the relevant department and/or program. A tenurable position will not be discontinued on or after July 1 of the academic year prior to 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, “visiting” 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 will be specified in the initial letter of appointment. No renewable position may be held for more than six years.

3. **Term positions.** A term position is created to meet a particular short-term need of the College. Appointment to it is made for a specified period of time. The large majority of term positions are “visiting” positions created for a term of one year to enable the College to appoint replacements for continuing members of the Faculty on leave.
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. Adjunct Faculty hold the title of Lecturer.

B. Procedures for Defining Positions

When the VP/Dean, the chair of the Committee on Academic Policy (after consultation with the Committee), and the relevant department and/or program all recommend defining or redefining a position as other than tenurable, or discontinuing a renewable position before the specified maximum period of occupancy, such action may be taken without further consultation. When the VP/Dean and the department and/or program disagree, or when any of them recommend discontinuing an occupied

tenurable position, the VP/Dean will ask the chair of the Committee on Academic Policy to convene and chair an *ad hoc* committee consisting of a three-member subcommittee of the Committee on Appointments and the chair of the Committee on Academic Policy. The *ad hoc* committee will consult with the department and/or program holding or sharing the position and then make a recommendation to the VP/Dean. Those involved in the decision will 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, a written document will be produced.

C. Ranks of the Faculty

1. **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 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 degree no later than the beginning of their third year at the College.
2. **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 will be as Instructor for a term of 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/or program 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 to tenurable positions and who have no previous post-doctoral teaching experience will normally stand for promotion to Associate Professor with tenure during their sixth year of full-time service and between the sixth to 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 will 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 will 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 will normally stand for promotion and tenure between the fifth and ninth years of part-time service at Hamilton. Part-time appointees with four or more years of post-doctoral teaching experience elsewhere will normally stand for promotion and tenure between their fourth and seventh years of service at Hamilton. For all appointees, the maximum probationary period prior to promotion and tenure review will be established at the time of hiring or during the first year of service at Hamilton. In all cases, determination of the tenure review year will come after consultation among the faculty member, the department or program chair, and the VP/Dean.

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

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

Promotion into this rank ordinarily is with tenure. However, in certain cases promotion and the granting of tenure may be separate actions, particularly if the individual has served on the Faculty for a relatively brief period.

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

- 4. Professor.** Those appointed to the Faculty with this rank or promoted into this rank are expected to provide distinction to the Faculty as teachers, to have demonstrated sound, continuing growth as scholars, and to serve as leaders of the academic community. Promotion to Professor marks eminence as a teacher and a scholar. Initial appointments to this rank may be with or without tenure. In those cases where tenure is not initially offered, the appointment normally will

be for a term of two years with the expectation that a decision regarding tenure will be reached during the third 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.

- 5. Lecturer.** The rank of Lecturer is offered to persons for the specific purpose of teaching one or two courses. Appointments to this rank will normally be less than half-time. Such appointments will be made for one or more terms on an annual basis. Lecturers who are reappointed on a regular basis will be evaluated for the purposes of reappointment according to standards of teaching and scholarship similar to those for other faculty appointments and according to a schedule agreed upon between the VP/Dean and the department or program, with the understanding that all continuing lecturers will be evaluated at least every three years.

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, or of intention not to reappoint, shall be given in writing at least six months before the expiration of an appointment for members of the Faculty in their first or 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, Promotion, and Tenure Criteria

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

of the current or prospective tenure ratio in a department or program or from consideration of the future need for the position.

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

Hamilton considers teaching to be a professional commitment on the part of the instructor and expects to find in its faculty members evidence of a sustained interest in teaching as a vocation and a willingness to carry out such instructional duties as the department or program requires.

The instructor should possess knowledge and mastery of the discipline. The instructor's teaching should reflect both depth and breadth: an understanding of the best and most rigorous work in a subfield of the discipline as well as the broader outlines of the discipline and its connections with other disciplines.

An instructor should also be effective in working with students. Effective instructors will transmit to students their enthusiasm for the discipline, convey central insights into the subject, encourage students to work diligently and independently, set high standards, and evaluate the work of students in a fair and constructive manner.

2. **Scholarship.** Hamilton expects its faculty to be productive scholars of high quality. Scholarship is important in its own right for the advancement of knowledge and as a creative act, and as a means by which teaching is continually refreshed and revitalized. Scholarship supports teaching. The synthesis, integration, and representation of knowledge complements the advancement of original scholarship.

Original research and its equivalent expression in the performing and creative arts are the principal forms of scholarship, but scholarship may also include the interpretation of a scholarly field to a general audience. Scholars should make the results of their work available to professional colleagues for their evaluation and judgment. Publications and other formal presentations serve to ensure that faculty members have a continuing involvement with their professional peers, and that their work has been subjected to the criticism and insights of those best able to evaluate it.

3. **Service to the College.** A faculty member contributes to the life of the College outside of the classroom in a number of ways: as colleague, advisor, administrator, and participant in campus decision-making and governance. Such contributions are vital to Hamilton as a residential college. The quality of a candidate's service to the College

community therefore is a third important criterion for reappointment, promotion, and tenure.

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

F. Reappointment, Tenure, and Promotion Procedures

- 1. Evaluation of Teaching.** Since the quality of teaching is to be the most heavily weighted criterion for reappointment, promotion, and tenure, solid evidence of that quality must be secured. At least some voting departmental or program colleagues should be in a position to assess from firsthand knowledge the classroom effectiveness of the instructor, and all should be in a position to evaluate to some degree the instructor's knowledge and mastery of the discipline. Voting members of the department or program and participants in other College academic programs in which the instructor participates should comment, and the untenured members of the department or program should be given the opportunity to comment, on the candidate's qualities as a teacher. Any College course evaluation forms approved by a majority of the Faculty will be taken into consideration. Letters of evaluation from students selected by the candidate, as well as letters from former and present students randomly selected by the Registrar, will be submitted to the VP/Dean, the department or program, and the Committee on Appointments at the time of reappointment, tenure and promotion. All letters solicited for reappointment shall become part of the tenure file.

Additional evidence may include course syllabi and other course-related materials prepared by the candidate, published and unpublished articles or essays on teaching, new courses developed or old courses revised and updated, innovative teaching methods, participation in redesigning curricular offerings, work in cross-disciplinary courses, and guidance of independent study.

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

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

 - a. **Role of the Faculty Member.** By October 15 of the academic year during which a candidate is to be considered for reappointment, she or he shall provide the VP/Dean with a list of up to ten former or present students to whom the VP/Dean will write for a letter of

evaluation. By January 10 of that academic year, a candidate shall provide the VP/Dean with six sets of copies of the remaining materials she or he believes will be helpful to an adequate consideration of the case, including: a personal statement on teaching, scholarship, and service; a current curriculum vitae; and any relevant information or documents such as syllabi, other teaching materials, and scholarly work.

When a candidate is to be considered for promotion to Associate Professor without tenure, she or he should also provide to the VP/Dean a list of two scholars from other institutions from which the VP/Dean will select one to evaluate the candidate's scholarly materials. In such cases, the timetable outlined under the Procedures for Tenure Decisions shall apply.

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

When the candidate is to be considered for promotion to the rank of Associate Professor without tenure, the department or program will provide the VP/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 from the VP/Dean, the chair will make them available to voting members of the department or program and will convene a meeting of the voting members to discuss and vote on the candidacy. Any voting members unable to attend will convey their votes and any evaluative observations to the chair in writing before the meeting, and the chair will share that information with those attending.

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

At each reappointment, the chair will discuss the departmental or program evaluation with the candidate, normally before sending it to the VP/Dean.

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

In the case of promotion to Associate Professor without tenure, the VP/Dean will solicit an evaluation from four outside scholars, one suggested by the candidate, one suggested by the department or program, and two selected by the VP/Dean. To supplement the teaching evaluations filed in the Office of the VP/Dean for colleagues standing for promotion to Associate Professor without tenure, the VP/Dean may seek evidence in the form of letters from students who have studied under the candidate. Such students shall be selected at random by the Registrar from among concentrators and non-concentrators and from among current students and recent graduates.

The VP/Dean will gather the materials submitted by the candidate, contact the students selected by the candidate for a letter of recommendation, and will solicit letters from up to ten former or present 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 VP/Dean will provide these materials to the voting members of the department or program.

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

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

When the VP/Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department or program, the VP/Dean will ask the chair of the Committee on Appointments to call a meeting of the subcommittee

that considered the case, the VP/Dean, and the departmental or program chair in order to seek agreement before the recommendations go to the President.

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

- d. Role of the Committee on Appointments. The Committee advises the President and the VP/Dean on matters of reappointment, tenure, and promotion. Advice takes the form of a written recommendation, the reasons for it, and the number who voted for and against the recommendation. The advisory process for reappointments is initiated by the VP/Dean, who sends to the Committee all documentation gathered for the review in progress. The Committee may gather additional information during its consideration of the case through discussions with the VP/Dean, members of the faculty, and students, and by such other means as it desires. When the subcommittee of the Committee on Appointments differs with the department or program, the subcommittee shall confer with the parties to the departmental or program recommendation before the Committee on Appointments makes its recommendation. In instances where reappointment and promotion 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.
- e. Role of the President. The President will receive the materials on the candidate from the VP/Dean along with the recommendations of the Committee on Appointments and the VP/Dean and, on the basis of this and any additional information she or he may gather, will make her or his decision.

Final authority for all appointments, reappointments, and promotions 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 VP/Dean or the Committee on Appointments, the President will call a meeting of the VP/Dean and the Committee in order to try to reach agreement prior to making a final decision.

In reappointments and promotions, the final decision and the reasons for it, shall be communicated in writing by the President or the VP/Dean to the candidate, the chair of the department or program, and the chair of the Committee on Appointments. Prior to doing so, the President may inform a candidate of the decision

orally, or invite the VP/Dean or the chair of the department or program to do so on her or his behalf.

5. Procedures for Reappointment of Faculty in Renewable Positions.

Procedures for reappointment of faculty in renewable positions are the same as those for faculty in tenurable positions except that they are governed by the following deadlines: Candidates shall provide six sets of copies of all materials to the VP/Dean by June 15 of the year before they stand for reappointment; the Department or Program shall provide its recommendation to the VP/Dean by October 15.

6. Procedures for Tenure Decisions. The evaluative procedures described in Section F, parts 1, 2, and 3, are applicable also to tenure decisions and are here assumed except where modified 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 intended as deadlines in the strict sense that failure to meet them would constitute procedural impropriety.

a. Role of the Candidate. Before April 1 of the academic year preceding that of the tenure decision, it is the responsibility of the candidate to provide the VP/Dean with the following: a current *curriculum vitae*; a paragraph-length statement 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 VP/Dean will 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 VP/Dean; and a list of 10-15 former or present students to whom the VP/Dean can write for a letter of evaluation.

By June 1 candidates are expected to complete their submissions by providing the VP/Dean with a detailed personal statement on teaching, scholarship, and service; syllabi from all courses taught during at least the last three years and any pertinent teaching materials the candidate wishes to have considered; and copies of the scholarly products the candidate wishes to have sent to the outside reviewers the VP/Dean will contact.

b. Role of the Department or Program. The chair of each department or program will provide the VP/Dean by March 1 with a list of candidates scheduled to stand for tenure during the next academic year. In cases where there is no tenured faculty member in a department or program, the VP/Dean will appoint an ad hoc committee of at least two tenured faculty to review and a recommendation on the candidacy. By April 1 the chair will provide a list of at least two scholars from outside the institution agreed upon by tenured

members of the department or program to whom the VP/Dean can send teaching and scholarly materials for evaluation. The VP/Dean will gather from students and outside evaluators materials relating to the tenure review together with all materials submitted by the candidate, and provide copies to the department or program by September 1. The chair shall convene the voting members of the department or program to discuss and vote on the candidacy. Any voting members unable to attend will convey their votes and any evaluative observations in writing to the chair before the meeting, and the chair will share that information with those attending.

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

The chair will record the vote and, on behalf of the voting members, write an evaluation of the candidate's teaching, scholarship, and service, highlighting the chair's own views and summarizing the views of the voting members of the department or program and noting any differences. The chair will submit the departmental or program vote and recommendation to the VP/Dean within one month of receiving the file from the VP/Dean's office.

The voting members of the department or program should read the chair's departmental or program recommendation and sign it to indicate that they have read it and confirm its report of the vote and its summary of the evidence collected. The voting members should also provide, either directly to the VP/Dean or through the chair, their own written evaluations of the candidate's teaching, scholarship, and service, supplementing the chair's report to the extent they judge appropriate. Untenured members will be asked

by the VP/Dean to submit any comments they wish to make on any aspect of the candidacy to the chair or directly to the VP/Dean.

c. Role of the VP/Dean. The VP/Dean will gather the materials described above from the candidate; the list of two or more outside scholars from the department or program; observations from committee members of any academic program to which the candidate regularly contributes; student letters collected for prior appointments; letters from 30-35 former and present 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 VP/Dean will select and write to five outside scholars willing to receive and evaluate materials by early fall, including the name of one scholar supplied by the candidate and at least one by the department or program. 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 VP/Dean will write to the students and colleagues suggested by the candidate and to the randomly selected students, asking them to provide an evaluation of those aspects of the candidacy with which they are familiar.

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

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

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

- d. Role of the Committee on Appointments. The Committee will receive from the VP/Dean all materials included by the VP/Dean in the tenure review file; gather any additional evidence by such means as it desires, including consulting further with any of the sources who contributed to the VP/Dean's materials; and make its recommendation to VP/Dean within one month of receiving the file from the VP/Dean's Office. When the subcommittee of the Committee differs with the department or the program, the subcommittee shall confer with the parties to the departmental or program recommendation before the Committee makes its recommendation. Committee deliberations and voting always occur in executive session.
- e. Role of the President. The President will receive the materials on the candidate from the VP/Dean along with the recommendations of the Committee on Appointments and of the VP/Dean and, on the basis of this and any additional information she or he may gather, will 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 VP/Dean or the Committee on Appointments, the President will call a meeting of the VP/Dean, the chair of the Committee on Appointments, and the subcommittee that considered the case in order to try to reach agreement prior to making a final decision.

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

7. **Procedures for Promotion to Full 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 scholarship, teaching, and service.
 - a. Criteria. Promotion to Professor will be granted to those faculty members who have in their years at the College distinguished themselves as teacher-scholars, and for whom it can be stated that high achievement is likely to continue. Distinguished teaching, the foremost requirement for tenure, should continue to remain high, reflecting the growing maturity and scholarly imagination necessary to challenge all types of students. Sound and developing scholar-

ship, 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.

Each candidate for promotion to Professor may have different strengths in scholarship, teaching, 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.

- b. Procedures. The evaluative procedures described in Section F, parts 1, 2, and 3, are applicable also to decisions on promotion to full Professor and are here assumed except where modified in this section.
 - i. Role of the Candidate. Early in the academic year during which the faculty member is to be considered (see C. 3. above), the VP/Dean will inform the candidate that she or he has been nominated by the senior members of her or his department or program. Candidates may also nominate themselves.

By December 1, the candidate for promotion to full Professor should provide the VP/Dean with the following: an updated *curriculum vitae*; a paragraph-length statement describing his or her area of expertise as a teacher-scholar, a list of five or six professional acquaintances who can be contacted to evaluate the candidate's scholarly and teaching materials; a list of present or former Hamilton colleagues who can provide firsthand knowledge of the candidate's service to the College community; and a list of 10-15 present or former Hamilton students to whom the VP/Dean can write for a letter of evaluation.

By January 15, the candidate should submit to the VP/Dean ten sets of copies of materials she or he would like to be reviewed, including a personal statement on teaching, scholarship, and service, materials related to teaching, and copies of scholarly or other professional products. The VP/Dean will select two outside evaluators from the candidate's list, one from the department's or program's list, and will identify one additional scholar for a total of four. Normally, the group of outside scholars chosen to evaluate the candidate's scholarship will include no more than one of the faculty member's former professors, colleagues, or associates in publication.

- ii. Role of the Department or Program. Candidates for promotion to full Professor are normally nominated by the senior members of their department or program, though they may also nominate themselves. In all cases, determination of the appropriate year will come after consultation among the faculty member, the department's or program's senior members, and the VP/Dean.

Such decisions will be made at the beginning of the academic year in which the faculty member is to be considered for promotion. When there are no tenured full professors in the department or program of the candidate for promotion, the VP/Dean will appoint an *ad hoc* committee of at least two tenured full professors to review and make a recommendation on the candidacy.

By December 1, the senior members of the department or program will provide the VP/Dean with a list of at least two scholars from outside institutions agreed upon by the senior members and to whom the VP/Dean can send scholarly materials for evaluation.

After the materials for consideration have been forwarded by the VP/Dean, the senior members of the department or program will convene the voting members to discuss and vote on the candidacy. Any voting members unable to attend will convey their votes and any evaluative observations in writing to the chair before the meeting, and the chair will share that information with those attending. The VP/Dean shall invite every member of the department or program, whether a party to the decision or not, to evaluate aspects of the candidacy by writing to the chair or directly to the VP/Dean. The chair will submit the vote and recommendation to the VP/Dean by April 1. If the chair of the department or program is not eligible to vote on this decision, the voting members will select one of their number to perform the duties of the chair described in this paragraph.

- iii. Role of the VP/Dean. The VP/Dean will gather the materials submitted by the candidate; contact the colleagues and students selected by the candidate for a letter of recommendation; select and write to four outside scholars willing to receive and evaluate materials, including at least two suggested by the candidate and one suggested by the department or program; and provide summaries of the approved student course evaluation forms. The VP/Dean will also contact twenty present or former students chosen at random by the Registrar for an evaluation of teaching.

As early as possible in the spring the VP/Dean will provide the department's or program's voting members with copies of the materials submitted by the candidate and all of the student and scholarly evaluations.

The subsequent roles of the VP/Dean are the same as those described in Section F, part 4, c, d, and e.

- iv. Roles of the Committee on Appointments and the President. The roles of the Committee on Appointments and the President are the same as those described in Section F, part 4, d and e.

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

A. Types of Positions

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

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

Adjunct positions are normally less than half-time and may be for periods other than an academic term or year.

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

B. Procedures for Defining Positions

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

C. Conditions of Appointment

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

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

Should the decision against reappointment for a candidate on a four-year appointment not be in accord with the recommendation of the Department, the Committee on Appointments, or the VP/Dean, the candidate may request reconsideration of the decision by those who participated formally in it. The written request for reconsideration must be submitted to the VP/Dean within thirty days following written notification of non-reappointment and must indicate the factors warranting such a reconsideration. The reconsideration will be coordinated by the VP/Dean, who will proceed in

the order of the original decision. The Department, the Committee on Appointments, the VP/Dean, and the President will each decide how to conduct their reconsideration and may gather as much or as little additional information as seems advisable.

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

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

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

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

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

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

period prior to promotion and four-year appointment will be established at the time of hiring or during the first year of service at Hamilton.

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

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

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

- 4. Professor.** Initial appointment to this rank may be for four years. In those cases where a four-year appointment is not initially offered, the appointment normally will be for two years with the expectation that a decision regarding a four-year appointment will 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.
- 5. Coach.** Individuals appointed to adjunct positions hold the title of Coach. Adjunct positions normally are less than half-time and appointments to them may be for periods other than an academic term or year. Coaches who are reappointed on a regular basis will be evaluated for the purpose of reappointment according to standards of teaching and coaching similar to those for regular positions and according to a schedule agreed upon between the VP/Dean and the Department, with the understanding that all continuing coaches will be evaluated at least every three years.

E. Reappointment and Promotion Criteria

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

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

A Physical Education instructor should possess knowledge of human anatomy and of the principles of physical conditioning. An instructor should also possess knowledge of the physical activity taught, including familiarity with different levels of skill, appropriate training practices, recent developments, and equipment needs. Effective instructors will be able to develop in students an appreciation and understanding of physical fitness, and the skills required for the performance of physical activities.

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

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

3. **Service.** Members of the Department of Physical Education work closely with students in their capacities as teachers and coaches. Their interest in students and their ability to help students to develop self-discipline, good character, and appropriate goals as members of the Hamilton community are valued characteristics. As departmental colleagues they should contribute where possible to each other's

professional growth and assume an active and responsible role in the development and administration of the departmental programs and, when requested, in extra-departmental capacities such as committees and task forces.

F. Appointment, Reappointment, and Promotion Procedures

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

Additional evidence may include teaching and/or coaching materials prepared by the candidate, published and unpublished articles or essays on teaching, new instructional programs developed or old programs revised and updated, innovative teaching and coaching methods, and instructional activities with students that are not part of the formal instructional or intercollegiate program. In addition, non-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 teaching and coaching.

The VP/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, and/or the VP/Dean, including game officials and teachers and coaches at other colleges, and the VP/Dean will do so in the case of a candidate standing for an initial and succeeding major four-year reappointments.

- 2. Procedures for the Evaluation of Service.** Considerable flexibility is needed in evaluating a candidate's service to the College community because of the activities that are subsumed under this term. Departmental colleagues should be asked to evaluate the candidate's contributions

to the work and life of the Department. Others in the College in positions to evaluate the candidate's contributions to the Department and/or the College may be asked to do so by the VP/Dean. Care must be taken at all levels to ensure that the evaluation of service is fair and based on adequate evidence, and that the personal freedom of each faculty member has been preserved.

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

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

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

- 4. Role of the Chair.** It is the responsibility of the chair to initiate and coordinate the search for new department members. Professors shall vote on appointments to the rank of Professor and, with Associate Professors, on appointments and reappointments to the rank of Associate Professor. Professors and Associate Professors shall vote on appointments and reappointments to the rank of Assistant Professor and Instructor.

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

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

After gathering the necessary materials or, in the case of the initial and succeeding major four-year reappointments, after receiving them from the VP/Dean, the chair will make them available to voting members of the Department and inform non-voting members of their right to provide written observations on any aspect of the candidacy either through the Chair or directly to the VP/Dean. The chair will then convene a meeting of voting members of the Department to discuss and vote on the candidacy. Any voting member unable to attend will convey her or his vote and any evaluative observations to the chair in writing before the meeting, and the chair will share that information with those attending the meeting. The chair will then write a departmental recommendation including a report of the departmental vote and an evaluation of the candidate's teaching, coaching, and service, reflecting any divergent viewpoints and summarizing the majority and any minority views.

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

The chair should inform the voting members of their opportunity, and in the case of initial four-year appointments their obligation, to provide written remarks supplementing the departmental recommendation either through the chair or directly to the VP/Dean. The chair will 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.

For one- and two-year and minor four-year reappointments, the departmental recommendation and accompanying material are due in the Office of the VP/Dean by November 1, accompanied by a current *curriculum vitae*, all available student evaluations of the candidate, and additional materials provided by the candidate or the chair for the reappointment decision. In the case of the initial and succeeding major four-year reappointments, the departmental recommendation, and, if relevant, supplementary statements are due in the Office of the VP/Dean within two weeks of their receipt from the VP/Dean. At each reappointment, the chair will discuss the departmental evaluation with the candidate, normally before sending it to the VP/Dean.

5. **Role of the VP/Dean.** In initial appointments it is the responsibility of the VP/Dean to authorize the position and to approve advertising copy in consultation with the Affirmative Action Officer for faculty hiring.

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

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

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

For initial and succeeding major four-year reappointments the VP/Dean will gather from the candidate the *curriculum vitae*, the personal statement, the names and addresses of two outside evaluators, the names of ten students, copies of any syllabi or coaching or teaching materials or publications, and any additional materials the candidate wishes to submit. From the Department the VP/Dean will gather the names and addresses of four outside evaluators; lists of courses taught and any other official departmental student evaluations of teaching and coaching; and any additional materials submitted by the Department.

The VP/Dean will 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. The VP/Dean will write to the students suggested by the candidate and to a list of students randomly selected by the Registrar chosen from among those currently and recently taught or coached, asking them to provide an evaluation of those aspects of the candidate with which they are familiar. As early as possible in the fall, the VP/Dean will provide the Department's voting members with all of the student and outside evaluations gathered on the candidate, withholding the identity of any outside evaluators who so request. Upon receipt of the departmental recommendation, the VP/Dean will provide all of this material, the departmental recommendation, any observations of non-voting members, any letters from non-departmental 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 VP/Dean shall consider both that recommendation and the departmental recommendation and present a written recommendation, with supporting reasons, to the President, accompanied by copies of all documentation gathered for the review. When the VP/Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department, the VP/Dean will ask the chair of the Committee on Appointments to call a meeting of the subcommittee that considered the case, the VP/Dean, and the department chair in order to seek agreement before the recommendations go to the President.

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

- 6. Role of the Committee on Appointments.** The Committee on Appointments advises the President and the VP/Dean on matters of reappointment and promotion. Advice takes the form of a written recommendation, the reasons for it, and the number who voted for and against the recommendation. The advisory process for reappointments is initiated by the VP/Dean, who sends to the Committee all documentation gathered for the review in progress. The Committee may gather additional information during its consideration of the case through discussions with the VP/Dean, members of the Department, and students and by such other means as it desires including consulting with any of the sources of the materials gathered by the VP/Dean. When the subcommittee of the Committee on Appointments differs

with the department, the subcommittee shall confer with the parties to the departmental recommendation before the Committee on Appointments makes its recommendation. Committee deliberations and voting always occur in executive session.

7. **Role of the President.** The President will receive the materials on the candidate from the VP/Dean, along with the recommendations of the Committee on Appointments and the VP/Dean, and on the basis of this and any additional information she or he may gather, will make her or his own decision. When the President's tentative decision is different from that of the VP/Dean or the Committee, the President will call a meeting of these parties in order to try to reach agreement prior to making a final decision. Final authority for all appointments, reappointments, and promotions lies with the President according to the terms of the Charter and the By-Laws of the Board of Trustees. The President or the VP/Dean shall communicate the final decision in writing to the candidate, the chair of the Department, and the chair of the Committee on Appointments. Prior to doing so, the President may inform the candidate of her or his decision orally, or invite the VP/Dean or the chair of the Department to do so.

VIII. FACULTY SALARY PROCEDURES AND BENEFITS

This section contains a general statement of procedures used in the payment of salaries, along with explicit statements of the benefits which attend appointment to the Faculty. Unless indicated otherwise, questions that pertain to benefits should be addressed to Human Resources.

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, it is incumbent upon him or her to return such a salary advance under terms agreed to with the VP/Dean.

Persons appointed in the rank of Lecturer normally teach less than half-time. Salaries or stipends are paid in a manner agreed to mutually by the Lecturer and the VP/Dean.

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. Intended to make a contribution toward the cost of relocation, moving allowances may not exceed the total moving expenses as defined by the College, and in most instances, moving allowances will be less than expenses. The amount of the allowance is determined primarily by the distance of the old residence from the College and is set forth in the letter of appointment to the faculty member. Accounting for moving expenses and claims for reimbursement should be submitted to the Payroll Office immediately after the move has been completed.

Moving expenses are defined by the College as including the actual charge for transportation of household effects, furnishings, and personal belongings, and charges for packing and for in-transit storage. They also include expenses incurred in travel from the former to the new residence, including transportation (mileage at the current IRS rate for moving purposes or the cost of gas), and lodging for the faculty member and her or his family, but only for one trip from the old residence to Clinton. Meal expenses are not reimbursable. Moving expenses for a less than full time faculty member will be prorated.

- 2. Health Insurance.** Eligible faculty members can obtain health insurance coverage through the College's group health insurance program. Plan booklets and enrollment forms for all of the options under the program 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 one's salary and the coverage selected.

Individuals may elect a change in their health insurance coverage during the College's open enrollment period in November of each year. Changes will become effective on January 1.

- 3. Flexible Compensation Plan.** The College's Flexible Compensation Plan allows individuals to pay their portion of their health insurance premium with before-tax dollars. The Plan also provides for Reimbursement Accounts that allow one to pay with before-tax dollars qualified dependent care and medical expenses not covered by one's health insurance plan. Information regarding this plan is available from Human Resources.

4. **Voluntary Benefit Program.** Full-time or half-time or more faculty are eligible for 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.
5. **Group Term Life Insurance.** The College pays the full cost of basic coverage equivalent to one times annual salary. Supplemental group term coverage is available in the amount of one and one half or three times annual salary. 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 will receive from the College a contribution of ten per cent of annual base salary toward an individual retirement annuity sponsored by the Teachers Insurance and Annuity Association (TIAA-CREF) and/or to a 403(b) account with Fidelity Investments. This benefit accrues as salary is paid, and no individual contribution is required. The benefit is not taxed until received as retirement income. Vesting is immediate upon enrollment in the plan. Current information regarding this benefit and the options available may be obtained from Human Resources.

All faculty are eligible at any time to make their own contributions on a tax-deferred basis to a Supplemental Retirement Annuity with TIAA-CREF or to a 403(b) account with Fidelity Distributors Corporation. Federal law sets the maximum contribution allowed under these plans and the penalties imposed for withdrawals prior to age 59½. Detailed information about these programs is available from Human Resources.
7. **Group Total Disability Benefits.** Faculty members become eligible for the Group Total 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.
8. **Travel Accident Insurance.** In the event of death while traveling on College business, a single payment will be made to beneficiaries in the amount of \$100,000. The benefit is provided at no cost to faculty members. Coverage includes those on fellowships and programs abroad that are approved by the College.

9. **Worker's Compensation.** All employees are insured under the Worker's 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 will be reimbursed for up to \$45 per semester in student entertainment expenses by forwarding original receipts to the Office of the VPAA/Dean of Faculty. All requests for reimbursement must be made before the end of each semester.
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. Under certain circumstances, it is also possible from time to time to purchase houses and building lots under the control of the College. Inquiries regarding housing should be addressed to the Director of Purchasing and Property Management.
12. **Scholarship Plan for Dependent Children.** The College provides tuition scholarships for dependent children of full-time members of the faculty who have completed at least three years of benefit eligible service. The scholarship is equivalent to 50% of the tuition of the institution attended, not to exceed 50% of Hamilton's then current tuition.²

An eligible institution includes any accredited undergraduate four-year or two-year college. The scholarship is awarded annually and is limited to four years' attendance at a four-year college and to two years' attendance at a two-year college, unless transfer is made to a four-year college, in which case the scholarship would be extended to its maximum

²For dependent children of full-time faculty members who accepted employment at the College prior to June 3, 2000, the following plan provisions will apply:

- a) Following the completion of three years of service, dependent children who qualify for admission to Hamilton will receive full remission of tuition charges for up to but not more than four years, less any scholarships awarded from other sources that are restricted to tuition only.
- b) For dependent children studying at other accredited institutions, the College will provide a scholarship equivalent to the lesser of the cost of the tuition of the institution attended or fifty percent of Hamilton's current tuition.

length of four years. For dependents attending colleges or universities in New York State, the sum of TAP and Hamilton College's tuition scholarship cannot exceed 100% of tuition of institution attended.

In the event of the death or disability of an employee, dependent children at the time of the death or disability will remain eligible for benefits through age 25 under the terms of the College's Tuition Scholarship Plan for Dependent Children, providing the employee has completed at least ten years of regular, half-time or more employment.

In the event of the retirement of an employee, dependent children at the time of the retirement will remain eligible for benefits through age 25 under the terms of the College's Tuition Scholarship Plan for Dependent Children, providing the employee at the time of retirement has a combination of age and years of service equaling at least 75.

Those eligible for this benefit should submit a completed *Request for Dependent Tuition Benefits* form and a copy of the tuition bill to Human Resources. Payment is made directly to the institution in which the child is enrolled.

Dependent children of faculty members with half-time or more appointments are eligible for this benefit on a pro-rated basis.

13. **Domestic Partners.** The College will recognize same or opposite sex domestic partners as spousal equivalents for purposes of benefit administration, to the extent permitted by law. In addition, any children of qualified domestic partners will be eligible for benefits on the same basis as children of married spouses. 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 Acknowledgement of Domestic Partnership form which sets forth the requirements of a domestic partnership for this purpose.
14. **Scholarship Plan for the Spouse of Faculty.** The spouse (or spousal equivalent) of a full-time member of the Faculty who does not have a Bachelors degree may take courses at the College without charge on a full-time or part-time basis and may qualify for a degree from the College. Spouses holding a Bachelor's degree may take courses at the College without charge on a part-time basis (two courses per semester). Application to take courses should be made through the Associate Director of Human Resources. No tuition scholarship is provided for study elsewhere.

- 15. 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.
- 16. Use of College Buildings.** 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 Administrative Services.

Classrooms may be made available to faculty members for special purposes as long as their use is related to the educational process. Scheduling with the Registrar must be done in advance.

Meeting rooms and lounges in the Bristol Campus Center, as well as other public areas on campus, may be reserved for faculty use by coordinating with the Director of Student Activities.
- 17. Credit Union.** All members of the faculty and their families 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's 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).
- 18. Computer Loan Program.** The College offers interest-free loans to full-time and half-time or more faculty members for the purchase of personal computers. Computers may be purchased through the College Book Store (at reduced educational prices) or from an outside vendor. Borrowers are required to put down 25% of the total cost of the computer and may finance the balance (up to \$3,200). The duration of the loan may not exceed three years and loan payments are made in equal installments through payroll deduction. For more information about the loan program contact the Disbursements Manager, ext. 4884.

C. Benefits of Part-Time Faculty Members

1. **Regular Faculty Appointments.** 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.
2. **Adjunct Faculty and Visiting Faculty in Appointments of Less than One Year.** These Faculty are entitled to use of athletic facilities, use of College buildings, and travel accident insurance. They may make voluntary contributions on a tax deferred basis to a 403(b) account with TIAA-CREF and/or Fidelity Investments (see p. 56). Faculty visiting for one semester who teach three courses are eligible to participate in the College's group health insurance program.

IX. POLICIES RELATED TO FACULTY PROFESSIONAL ACTIVITIES

A. Endowed and Named Chairs

Hamilton College is fortunate to have 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. However, the College has retained sixty-five as its usual retirement age. Individuals contemplating early retirement should contact the VP/Dean regarding early 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

Neither extra compensation nor honoraria are paid to faculty members by the College for participation in intra-College academic year activity. This rule derives from the assumption that the salary paid an individual represents full compensation for his or her 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 VP/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 TIAA/CREF for supplementary salaries.

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.

Sponsored activities should contribute to, rather than distort, the orderly development and growth of the College's central objective 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 and/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 him or her of any special requirement which might be needed to support the project, such as space, secretarial and technical assistance, or special equipment.

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

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

2. **Review Boards.** Pursuant to federal and state laws, the College has submitted a formal assurance to the Department of Health and Human Services for federally funded research investigations involving human and animal subjects, and a similar assurance to the New York State Department of Health. These assurances provide for the local review of such projects to ensure that the rights, welfare, and privacy of subjects will be adequately protected, that any physical and psychological risk will be outweighed by the potential benefits to be gained, and that informed consent will be obtained when human subjects are judged to be at risk. (See Chapter IV, C., 10 and 11.)
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 and/or satisfactory participation in a drug rehabilitation program may be required by 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 (5) 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*. Please take the time to review this information. If you do not have access to the *Student Handbook*, contact the Human Resources Office to obtain a copy of the College's Alcohol and Drug Policies.

E. Faculty Personal Leaves

Leaves from teaching duties are provided: (i) to permit faculty members to engage in activities that will 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 or program chair and to the VP/Dean.

- 1. Leaves for Professional Activity.** Leaves of absence from teaching duties without compensation from Hamilton to pursue activities that will enhance a faculty member's professional development may be requested by a faculty member who will normally have been in residence and teaching for three consecutive academic years before the requested leave. Approval of requests will 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 VP/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 will 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 VP/Dean in advance of the leave. For faculty members in

renewable and term positions, a personal leave will be considered part of the duration of the contract.

Faculty members on personal leave for professional activity normally do not receive fringe benefits, but may wish to continue contributions to their pension funds from their own resources, and they may make similar arrangements to continue certain insurance benefits. When a faculty member has received a competitive grant for scholarship that covers salary but not benefits, the College will continue to provide the standard fringe benefits.

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

The timing and duration of the leave in such cases shall be determined by mutual agreement between the faculty member and the VP/Dean. When the VP/Dean and the faculty member disagree on the need for a disability leave, the College will request the opinion of licensed physicians and/or clinical psychologists. Under these circumstances, at College expense, a panel of three licensed physicians and/or clinical psychologists (the panel's professional composition to be determined by the faculty member) will 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 will be granted at the discretion of the VP/Dean and normally will be without pay. The College will 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 and/or a reduction of other responsibilities and duties with a corresponding reduction in salary. Full health and retirement benefits will be continued during the period of partial disability. The VP/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 VP/Dean and the faculty member negotiating the reduced duty option disagree on the appropriateness of a reduction in teaching responsibilities, the College will appoint a panel of three

licensed physicians and/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 VP/Dean believes that the faculty member is incapable of performing any duties, or requires a further reduction of duties, the VP/Dean will try to negotiate this with the faculty member. Failing agreement, a panel of physicians and/or psychologists selected as described above will be consulted.

- 3. Maternity Leaves.** Childbirth is legally regarded as creating a disability. The college will grant maternity leave with full pay 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 pay or benefits. During the portion of the semester prior to the birth or after the maternity leave, the faculty member will continue other professional activities, such as research, assisting with teaching or supervision of senior and independent study projects, departmental meetings and committee service, and student advising. The VP/Dean may, as an alternative to a standard maternity leave, approve a one-semester leave with no professional responsibilities at one-half compensation with full 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 VP/Dean will consider the timing of the maternity leave, the well being of the faculty member and her offspring, and the pedagogic and instructional needs of the College.

Faculty members anticipating the birth of a child should discuss their plans with the VP/Dean as soon as possible so that the range of options can be fully explored and arrangements approved. The arrangements approved by the VP/Dean will be communicated to both the faculty member and Department Chair in writing.

- 4. Parental and Adoption Leaves.** 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 will provide up to one year's leave without pay or retirement benefits, but with full employee health insurance to the individual who is: assuming parenting responsibilities of a newborn child; responding to unusual parental responsibilities; or adopting a child. Faculty are also welcome to apply for a half-time appointment for up to one year at half salary and half-time

benefits, but with full employee health coverage. A faculty member may request a reduction in course load instead of a leave. A one-course reduction in load for one semester, if granted, 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 maternity, parental, and adoption leaves will 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 will be granted at the discretion of the VP/Dean. The arrangements approved by the VP/Dean will be communicated to both the faculty member and Department Chair in writing.

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 will be made within one year of birth or adoption for each child, in consultation with the VP/Dean, and will be confirmed in writing by the V/Dean to the faculty member and Department Chair.

6. Leaves of Personal Necessity. The College recognizes that faculty members may require leaves of absence from teaching duties in order to address matters of personal necessity such as the care of elderly parents or seriously ill children. In such cases every effort will be made to ensure that faculty members' needs are treated in a humane, supportive and understanding manner.

Leaves of a semester or longer will normally occasion a corresponding delay of the tenure decision. The time taken on such leaves will not count in determining length of service for other purposes, such as time accrued toward a College-supported leave. The length of the leave (up to one year) must be determined by the faculty member in consultation with the VP/Dean when the request for leave is made; it cannot be left "open-ended."

Tenure-track and tenured members of the Faculty are eligible for extended maternity, 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.

7. Family and Medical Leave Act. Faculty members and the College also have all the rights and responsibilities established by the federal

Family and Medical Leave Act of 1993 (FMLA). Under the provisions of the Act, individuals who have been employed at the College for at least one year and are in half-time or more positions 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 adoption of a child; the care of a seriously ill child, spouse, or parent. Periods of maternity leave, parental leave or adoption leave will run concurrently with FMLA leave and be counted toward the 12-week FMLA maximum. Specific information regarding your rights and responsibilities under the FMLA and the criteria for granting leaves is available in the Human Resources Office.

F. Periodic Leave Policy and Procedures

The periodic leave program is part of the College's continuing effort to support and encourage faculty development. A periodic leave provides an opportunity for professional growth. It is a privilege granted to those who are eligible and whose plans are approved by the VP/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 VP/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 VP/Dean.
- 2. Eligibility.** Eligibility to apply for a periodic leave is determined by the number of semesters of full-time 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 VP/Dean and the Committee on Appointments, a one-term leave at full pay or a one-year leave at half pay, after each ten semesters of teaching at the College.

Tenure-track faculty who have been reappointed are eligible to request, through application to the VP/Dean and the Committee

on Appointments, a one-term leave at full pay or a one-year leave at half pay, after their first six semesters of teaching at the College.

Eligibility and scheduling of leaves for faculty who come to the College with prior teaching experience will be determined at the time of appointment. All leaves must be taken in the two-course term of an annual five-course faculty teaching load. Fringe benefits remain in effect for the duration of the leave.

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 as to 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 will 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 will also be given to the leave pattern in the department or program.

- 3. Procedure.** Applications for periodic leave should be made to the VP/Dean and the Committee on Appointments by April 15, and at least one full calendar year in advance of the beginning of the academic year for which the leave is sought.

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

The College encourages members of the Faculty to seek outside funds from government agencies and foundations. Copies of any grant or fellowship proposals should be submitted as part of a faculty member's leave application. A faculty member granted a periodic leave, who also receives modest outside funding, may apply to the VP/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 VP/Dean will 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 VP/Dean.

G. Changes in Full-Time Status

Any member of the Faculty who holds a full-time appointment may request that his or her 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 will 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 VP/Dean. Such temporary reductions as are granted are intended to assist members of the Faculty to engage in professional activities that will 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 VP/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 will not be adversely affected by the change and that other faculty members within the department or program are treated fairly with regard to work loads 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 fringe benefits enumerated in Chapter VIII, Section B. of the *Faculty Handbook*, except that the provision for "Moving Expenses" does not apply, and except that the College's contributions to the plans covering group disability and health insurance will be reduced, *pro rata*. Faculty members may, during the agreed-upon period, cover the lost contributions from the College from their own resources.

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 will be reimbursed for their actual expenses incurred for travel and attendance to one professional meeting a year.

Occasionally a faculty member will wish to attend more than one professional meeting a year. In these cases additional sums may be authorized by the VP/Dean, subject to the availability of funds. Priority will 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 VP/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 VP/Dean and the Business Office. The form must be signed by the traveler and submitted with receipts to the VP/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 VP/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 crises, for intelligent persons to make their considered opinions known. Whenever the freedom of inquiry or the liberty of artistic expression is compromised, the intellectual life of the College is threatened.

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

K. Statement on Coeducation

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

Advising must provide equal treatment so that all students can be assured of equal access to an education at Hamilton and to careers after graduation.

APPENDIX A: 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: (i) inadequate consideration of the relevant evidence; (ii) failure to exclude irrelevant or improper evidence; and (iii) inadequate consideration of the evidence in light of relevant standards and procedures.
 - 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 utilization of bases wholly irrelevant to the *Handbook's* criteria for reappointment, promotion and tenure.

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. It is not intended as a means whereby the judgment of those parties involved in the substantive issue of professional competence can be reviewed. 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.** A decision against reappointment, tenure or promotion normally is communicated to the faculty member concerned by the President of the College or the VP/Dean soon after the decision is made. In every case notification, including detailed reasons for the decision, will be confirmed in writing by the President or the VP/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 thirty days following the receipt of the President's or VP/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 the faculty member's department or program, signed by all the voting members of his or her department or Program, the VP/Dean, and 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. Upon receipt of a written request, the Secretary of the Faculty shall ask the VP/Dean to send copies of the formal recommendations promptly to the faculty member. The faculty member will not have access to other material in his or her tenure 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, the Secretary of the Faculty shall contact the Chair of the Faculty, who will form an Appeals Committee. It shall be composed of three faculty members drawn by lot by the Chair, as witnessed by the Secretary of the Faculty, from the Board of Seven, a group of seven members of the Faculty elected annually by the Faculty for this purpose. No member of the Board of Seven who has participated in the making of the decision being appealed, who is a member of the petitioner's department or interdisciplinary program

committee, or whose selection poses a conflict of interest, shall serve on the Appeals Committee.

Once the Committee has been formed, the VP/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 his or her petition. The VP/Dean shall be given twenty days after being notified of the formation of the Appeals Committee to send it a written response to the petition.

- 3. Role of the Appeals Committee.** The Committee will conduct a preliminary investigation to determine whether what is alleged in the faculty member's petition, in light of the formal recommendations and the VP/Dean's response, constitutes a violation of academic freedom; a violation of College policy stipulating that employment and conditions of employment will be made in a non-discriminatory manner with regard to race, color, creed, sex, national origin, age, marital status, sexual orientation, or disability; or a violation of the procedures stated in the *Faculty Handbook*.

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.

The chair of the Appeals Committee will notify in writing the parties to the dispute (i.e., the faculty member and the VP/Dean) and the President of its 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 will explain in writing to both the petitioner and the VP/Dean why the charges were insufficient to warrant formal consideration.

Once the Appeals Committee decides to proceed to a formal hearing, the VP/Dean will 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 VP/Dean's response shall be made available to the parties, subject, however, to any Committee decision to edit or withhold material to serve the end of confidentiality. However, no material withheld by the Committee may be referred to as evidence in arriving at its ultimate recommendation.

4. Appeals Hearing. The hearing will be closed to the public and the parties will not be represented by legal counsel. The faculty member may be accompanied by an advisor of his or her own choice selected from the College Faculty. All evidence and arguments presented before the Appeals Committee must be heard in the presence of the faculty member and the VP/Dean. The Appeals Committee will follow procedures it deems appropriate to reach an expeditious and satisfactory resolution of the questions under consideration.

All information provided during the dispute, all evidence and arguments heard during the course of the hearing, and all documents shared, will be considered strictly confidential by all parties.

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 will make a determination by a majority vote. The Committee will make a written statement of its determination and its recommendations. Copies of this document will be transmitted to the faculty member, the VP/Dean, the President, and others at the discretion of the President.

This document will 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 will state that it could make no determination.

In cases of alleged inadequacy of consideration, the Appeals Committee will reach a judgment whether parties to the decision adequately considered the relevant evidence, or failed to exclude irrelevant or improper evidence, in light of applicable standards and procedures stated in the *Faculty Handbook*.

In cases of alleged impropriety, the Appeals Committee will determine whether the evidence and testimony of the hearing reasonably establish the claim that a violation of academic freedom or discrimination occurred.

If the Appeals Committee finds improper consideration or materially inadequate consideration, it will recommend to the President as to whether the proper remedy is a full rehearing or, alternatively, presidential reconsideration. The Committee's report may also suggest steps to be taken in a new review to rectify the inadequacy and/or impropriety it has identified.

Finally, the President will render a decision after considering the recommendations of the Committee and will 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 which 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. **Review 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 will 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 will 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, will be advised orally by the VP/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 VP/Dean to state in writing with reasonable particularity the factors that contributed to the decision. The faculty member shall maintain the confidentiality of any such factors reasonably deemed confidential by the College.

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 review 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 a Review Committee of such reasons and documents as the College (through the VP/Dean) may adduce in support of its decision, it being understood that the Review 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, the Secretary of the Faculty shall form a Review Committee. It shall be composed of three faculty members drawn by lot from the Board of Seven. A copy of the petition shall be delivered to the Review Committee and to the VP/Dean as soon as the Review Committee is convened. The Review 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 will be reached only after there has been appropriate consultation by the faculty member, or his or her representative, with the VP/Dean and the President. Notice of termination shall be given in writing by the President, but the reasons for termination will **not** be included in the notice except at the request of the faculty member or his or her 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 fringe benefits in effect at the time written notice was given shall remain in full force until the date of termination.

If the person whose appointment is being terminated so desires, he or she may request that the decision be reviewed by a committee of three members chosen by lot from the Board of Seven. The Committee shall make a recommendation to the President who shall make the final decision.

D. Dismissal or Other Sanctions

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

To show the existence of adequate cause for dismissal or invocation of some other sanction requires demonstration of the unfitness of the faculty member in his or her professional capacity or in his or her 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 will be used to determine whether or not adequate cause exists.

1. Procedure

- a. Allegations from any source that adequate cause exists for dismissal or some other sanction shall first be considered by the VP/Dean. If the VP/Dean concludes there is substance to the allegations, he or she shall discuss them with the faculty member concerned in an effort to reach mutually agreeable arrangements. It is understood that both parties will hold the other party's statement in confidence.
- b. If mutually agreeable arrangements cannot be made between the VP/Dean and the faculty member, the VP/Dean may then, at his or her discretion, prepare a petition which shall state all pertinent allegations in writing with reasonable particularity, citing their sources and the reasons why, if the allegations are substantially true, they might constitute adequate cause for dismissal or some other sanction. This petition shall be transmitted to the faculty member involved and to the Secretary of the Faculty who, upon its receipt, shall form a Council of three members of the Faculty to be chosen by lot from the Board of Seven. The Council shall conduct a formal hearing of the allegations. It shall be a tribunal governed by Section E., *Hearing Procedures*, set forth hereafter.
- c. A member of the Council will remove himself or herself at the request of one of the parties or on his or her own initiative. Each

party will have the right to remove one member from the Council without stated cause. Any vacancies thus created will be filled by the Secretary of the Faculty by lot from the remaining members of the Board of Seven. No member will serve on the Council if he or she is related to a party or has assisted substantially in the preparation of a party's case. A presiding officer of the Council will be chosen for each case from among themselves by the Council members. During the proceedings before the Council, both parties and the Council shall be permitted legal counsel.

- d. A faculty member may be temporarily suspended during proceedings against him or her normally by vote of the Committee on Appointments, but the President alone may take such action. Grounds for imposing such a temporary suspension will be the likelihood of inflicting immediate harm either to the faculty member or to others through his or her continuance. Salary and fringe benefits will continue during this period of suspension.
- e. Formal proceedings will begin when the VP/Dean delivers the petition to the faculty member and the Secretary of the Faculty.

E. Hearing Procedures

1. Organization of the Tribunal

- a. Discussion of the case, including discussion of procedural matters, should be strictly limited to occasions when the Tribunal is meeting as a body. In no event should the views of either party be heard by the Tribunal in the absence of the other party.
- b. Two members of the Tribunal shall constitute a quorum, but if possible all three members should sit at all procedures. If at any time all three members are not present, it shall be open to either side to request a postponement of 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 VP/Dean (who shall be respondent when the faculty member is petitioner, and vice versa).
- b. The parties to a formal hearing may, but need not, be represented by counsel at all stages.

- c. At their election, parties may present, examine, and object to evidence.
- 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 his or her attorney is present or afforded the opportunity to be present. This does not, however, preclude a party or his or her attorney from reviewing with the chair purely technical matters, such as the names of witnesses or the nature of documents to be introduced at a subsequent hearing, arranging with him or her for the duplication of documents and the like.
- e. The Tribunal shall be permitted legal counsel if either or both parties are represented by counsel.
- f. The College shall not select or pay for counsel to the faculty member whose rights are in issue.

3. General Rules of the Tribunal

- a. The Tribunal shall afford the parties thirty days written notice, sent to their campus address, of the date and time of the first evidentiary session of the hearing. Thereafter oral notice of adjourned sessions shall be sufficient.
- b. Unless otherwise mutually agreed by the parties, all sessions of the Tribunal, whether evidentiary or other, shall be held in the Trustee Conference Room, Buttrick Hall.
- c. A verbatim written record shall be kept and made available to both parties and to the Tribunal. Except for such purposes, no visual or audio recording or broadcasting devices shall be permitted.
- d. The hearing of the Tribunal shall be open to the College community at the request of the faculty member, but the Tribunal may close portions of the hearing or limit the number of observers at its discretion.
- e. All parties, participants, witnesses and spectators will observe strict rules of decorum.
- f. The Tribunal will strive to conduct the hearing as expeditiously as possible.
- g. Parties will not issue statements, releases, or interviews to the media during the pendency of the hearing.
- 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 state-

ments, 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 will be required as to points that are admitted. In addition, the respondent's answer will 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 subscribed by the party authoring it.
- d. At any time after receipt of the above papers, either party may object to the relevancy 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 his or her 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 his or her personal file if he or she 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 as to those matters which are deemed admitted by the other party.
- c. The order of proof shall be as follows: the petitioner shall first offer proof, 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 will immediately be submitted to both parties for study and comment.
- e. The Tribunal may examine witnesses.
- f. Strict legal rules of evidence as existing in the State of New York shall not apply but shall be considered a guide and benchmark for the Tribunal.

6. Findings and Decisions

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

APPENDIX B: HAMILTON COLLEGE AFFIRMATIVE ACTION POLICY

Overview

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

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

Roles & Responsibilities

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

- a. The Associate Dean of Faculty for faculty members (see department chairs handbook for specific procedures);
- b. Director of Human Resources for administration, staff, and maintenance and operations;
- c. The Executive Assistant to the President for College officers.

Additionally, the Executive Assistant to the President is responsible for handling perceived violations of the Affirmative Action Policy; if the perceived violation is related to a College officer, the Director of Human Resources is responsible. The Executive Assistant to the President, or the Director of Human Resources, will involve the President, as needed, in the adjudication process.

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

Process

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

Full-time faculty and College officer positions will be nationally advertised, with the possibility of exceptions for (1) occasional continuation in visiting positions of leave replacement faculty and (2) when a diversity hiring opportunity arises within the federal categories listed above. When there is a vacancy that leads to an advertised search, the appropriate administrator will assist the hiring supervisor with seeking a diverse pool of candidates. He or she will also review the applicant pool to determine whether members of the protected categories listed above have been afforded thorough consideration, and to encourage additional consideration when appropriate. All searches require collection of affirmative action data for record-keeping and for assistance in diversity recruitment.

All position advertisements will include the language "Hamilton College is an affirmative action, equal opportunity employer and is committed to diversity in all areas of the campus community."

If a staffing reduction is necessary, the appropriate administrator will assist the relevant supervisor(s) with identifying the individuals to be affected.

Reporting

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

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

Complaints

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

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