

Dickinson

Faculty Handbook

Approved by the Faculty Meeting
May 2026

**Dickinson College
Faculty Handbook
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Chapter One – Introduction

2 The purpose of this Faculty Handbook is to provide a record of the basic policies, regulations,
3 and guidelines that have to do with academic and faculty status matters at Dickinson College.

4 **I. History and Purpose of the College**

5 Chartered in 1783 as the first college in the new nation, Dickinson was designed to provide a
6 different kind of liberal-arts education. Our students would not just study theory; they would
7 apply it. They would not just learn about the globe; they would travel it. We develop leaders
8 with a broad understanding of the world and with an empathy earned through experience.

9 Throughout its history, Dickinson’s mission has remained the same: To provide a residential
10 education in the liberal arts, notable for its ability to prepare our students to thrive as engaged
11 citizens throughout their lives.

12 The first quarter of the twenty-first century saw a transformation of the Dickinson academic
13 experience that was necessary to meet the needs of a changing student body. Our current
14 pedagogy is multi-faceted, emphasizing active learning through such aspects as individual and
15 group research projects, team writing, peer review, multimedia projects, student-led
16 discussions, case studies and performance in the arts. Learning experiences also extend beyond
17 the classroom through a range of transformative field experiences. These practices effectively
18 meet the needs of a student body that is increasingly diverse in backgrounds, skills and
19 experiences.

20 Dickinson has developed an international reputation for our commitment to imbuing our
21 students with an immersive global perspective, a holistic sustainability education, a community
22 orientation and civic skillset, and the ability to think across disciplines and dialogue across
23 differences. Through these interdependent dimensions of a Dickinson education, students are
24 better able to connect their values to their career and civic goals. Our alumni are out in the
25 world building more just, equitable, sustainable and prosperous communities.

26 However, the world our students confront is changing rapidly and becoming ever more
27 complex. Dickinson students differ from earlier generations in their life experiences, interests,
28 needs, perspectives and skills. Students now acquire knowledge differently and come to us with
29 growing expectations for services and systems to support their development—in the classroom
30 and beyond. Moreover, they and their families increasingly question the value of an
31 undergraduate liberal-arts degree. As college costs have risen steadily beyond inflation, so too
32 have expectations that we ensure student success in careers and in the larger world.
33 Consequently, our students are at the center of all that we do to address their changing needs
34 and to help them achieve success, now and in the future.

35 **II. Memberships**

36 **A. Accrediting Agencies**

- 37 • Middle States Commission on Higher Education
- 38 • University Senate of the United Methodist Church
- 39 • The American Chemical Society

40 **B. Professional Organizations**

- 41 • Association of American Colleges and Universities
- 42 • National Association of Independent Colleges and Universities
- 43 • Pennsylvania Association of Colleges and Universities

44 **C. Central Pennsylvania Consortium**

45 The Central Pennsylvania Consortium, composed of Dickinson, Franklin and Marshall, and
46 Gettysburg Colleges, was founded in 1967 to provide an opportunity for exchange of
47 educational ideas and information among faculty, administrators, and students in the
48 cooperating institutions. Through joint action, means are found to strengthen and broaden
49 existing programs and to offer a number of worthwhile cooperative programs that could
50 not be undertaken by a single institution.

51 **III. Fairness Statements**

52 **A. Equal Opportunity in Employment**

53 Dickinson College is an intellectual and social community which values justice, free inquiry,
54 diversity, and equal opportunity. It is a fundamental policy of the College to respect
55 pluralism, civility, and mutual understanding within its community. The College does not
56 discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran
57 status, gender identity or expression, sexual orientation, or any other protected class.

58 This is in keeping with the Pennsylvania Human Relations Act; the Borough of Carlisle
59 Human Relations Ordinance; Title VII of the Civil Rights Acts of 1964; Title IX of the federal
60 Educational Amendments of 1972; Section 504 of the federal Rehabilitation Act of 1973;
61 and the Americans With Disabilities Act of 1990. Dickinson College provides equal
62 employment opportunity for qualified persons and promotes the full realization of such
63 equal opportunity through positive, continuing programs in every department. This policy of
64 equal employment opportunity applies to everyone, in every aspect of employment policy
65 and practices, and in all operations of the College where it has employment responsibilities.
66 This commitment applies, but is not limited, to decisions made with respect to hiring,
67 placement, compensation, benefits, promotions, demotions, transfers, terminations,
68 layoffs, return from layoffs, administration of benefits, and all other terms and conditions of

69 employment. Likewise, employees are responsible for respecting the rights of their co-
70 workers, as we must all work together to ensure continued success.

71 See the College's [Equal Opportunity in Employment Policy](#) found in the Campus Policies
72 Manual.

73 **B. Harassment**

74 Harassment based upon a person's race, color, national origin, sex, disability, religion, age,
75 veteran status, gender identity or expression, sexual orientation, or any other protected
76 class is strictly prohibited. These characteristics are personal in nature and are protected
77 under federal and state laws. The college prohibits all forms of harassing conduct based
78 upon these protected characteristics. No person should be subjected to harassment or
79 discriminated against because they are a member of a protected class.

80 Certain conduct that may constitute discriminatory harassment includes, but is not limited
81 to: preferential or derogatory treatment based upon protected characteristics; using severe
82 or pervasively insulting or degrading language that would reasonably offend members of a
83 given race, color, national origin, sex, disability, religion, age, veteran status, gender identity
84 or expression, sexual orientation, or any other protected class; distributing or displaying any
85 written or graphic materials that would be offensive to members of any protected class;
86 and using racial, religious, or ethnic epithets.

87 The interpretation of harassment will be based upon a reasonable understanding of mature
88 behavior, a respect for academic freedom as articulated in the *1940 Statement of Principles*
89 *of the American Association of University Professors*, and the College's commitment to
90 constitutional guarantees of freedom of expression.

91 See the College's [Non-Discrimination, Harassment, and Retaliation Policy](#) found in the
92 Campus Policies Manual.

93 While all forms of harassment are unacceptable to the College, sexual or gender-based
94 misconduct is governed by a separate policy. The College recognizes that sexual and gender-
95 based misconduct covers a broad spectrum of conduct, including but not limited to sexual
96 harassment, gender-based harassment, sexual exploitation, sexual assault, fondling, dating
97 violence, domestic violence and stalking.

98 See the College's [Sexual Harassment and Misconduct Policy](#) found through the Title IX &
99 Sexual Respect Office.

Chapter Two – Faculty Meeting Bylaws

101 I. Membership

102 A. Voting Members

103 The President of the College (hereinafter “President”); the Provost and Dean of the College
104 (hereinafter “Provost and Dean”); all Tenure-line Series Faculty (see Chapter Four, Section
105 I.A); all Lecturer Series Faculty (see Chapter Four, Section I.B; Visiting Series Faculty (see
106 Chapter Four, Section I.C); and Employees with Teaching Duties as Part of Their Job
107 Description (see Chapter Four, Section I.H.1).

108 A voting member of the Faculty Meeting serving in an administrative role with a right of
109 return to the faculty or who is on sabbatical leave or leave of absence may vote in Faculty
110 Meetings.

111 Attendance at the Faculty Meeting is fundamental to shared governance. All voting
112 members not on sabbatical or leave of absence are expected to attend.

113 B. Non-Member Attendants With Voice

114 Members of the Board of Trustees.

115 All senior staff and administrative counterparts of Committees listed in Chapter Three.

116 Fifty staff, selected by the President of the College in consultation with Senior Staff, half of
117 whom come from the administrative units associated with Academic Affairs.

118 Editor of the *Dickinsonian* and Station Manager of WDCV.

119 The Student Senate President.

120 Additional Community members by invitation from the Steering Committee.

121 C. Professional Obligations at Faculty Meetings

122 Members of the Faculty Meeting have a professional obligation to enforce the rules,
123 regulations, and procedures governing the Faculty Meeting. Unless otherwise specified in
124 these Bylaws or College policy (e.g., Amendment of the Faculty Handbook), actions of the
125 Faculty shall be determined by a majority of those present and voting at a duly called
126 meeting, provided a quorum is established. Such actions are binding.

127

128 **II. Time of Meeting**

129 **A. Schedule of Regular Meetings**

130 The first Faculty Meeting of the academic year shall be held in September at the call of the
131 President, with monthly meetings through May. There shall be no regular meeting in
132 January. Faculty meetings are typically held the first Tuesday and Thursday of the month,
133 except when such dates fall upon a holiday or in a period of recess. In such circumstances,
134 the meeting will begin on Thursday of the first week of the month and continue on the
135 following Tuesday. Should the business of the Faculty Meeting be concluded by the first
136 session, the second session shall be cancelled.

137 Regular meetings shall begin at noon and conclude by 1:15 P.M. When faculty meeting
138 occurs during the final exam period, the meeting will begin at 12:15 P.M. and conclude by
139 1:30 P.M. to allow those giving a final exam in the morning to attend at the start of the
140 meeting.

141 There shall be an additional Faculty Meeting at the end of the spring semester with its
142 agenda limited to the voting of degrees, committee elections (if necessary), and remarks for
143 the good of the College.

144 **B. Meeting Adjournments**

145 Should the business of the Faculty Meeting not be concluded by the end of the second
146 session, a motion may be made to postpone remaining agenda items to the next regularly
147 scheduled meeting. Otherwise, the meeting shall be in recess until the subsequent Tuesday
148 or Thursday at noon.

149 **C. Cancellation or Postponement of Regular Meetings**

150 If no resolutions or formal committee reports are proposed for the agenda of a regular
151 Faculty Meeting, the President may announce five calendar days in advance that the
152 meeting is canceled. If five or more voting members of the Faculty Meeting submit a
153 request to the President that the meeting be held, the meeting shall be held. Such a request
154 must be submitted in writing no later than noon, four days before the originally scheduled
155 meeting.

156 **D. Special Sessions**

157 A special session of the Faculty Meeting shall occur at the call of the President or upon
158 written request from five or more voting members. The special session can occur no earlier
159 than five days after the call is issued. The agenda shall be restricted to the reason(s) for
160 which the meeting was called. The day and hour of the meeting shall be indicated in the call
161 and shall have no prior restrictions on its duration.

162 **E. Virtual Meetings**

163 Regular and special session Faculty Meetings are ordinarily conducted in person. However,
164 when circumstances warrant that the faculty are unable to convene in person, meetings
165 may be held using a synchronous online platform. The decision to hold a synchronous
166 virtual platform meeting is made by the presiding officer. In such cases, voting will occur via
167 an electronic ballot system approved by the Parliamentarian that complies with the
168 requirements outlined in Robert's Rules of Order, Revised. These include, but are not
169 limited to, allowing for anonymous voting that occurs during the meeting, participation by
170 all meeting attendees, and document sharing. Meetings held using a synchronous virtual
171 platform are considered official Faculty Meetings, and any decisions or discussions during
172 these sessions carry the same authority as those held in person.

173 The following rules govern virtual meetings: (i) voting members must log in using accounts
174 that display the name associated with their College account; (ii) membership and quorum
175 for the meeting will be the same as for in-person meetings and will be determined by
176 counting the logged-in voting faculty members; and (iii) each faculty member is responsible
177 for their audio and internet connections; no action will be invalidated on the grounds that
178 the loss or poor quality of a member's individual connection prevented participation in the
179 meeting.

180 **III. Officers of the Faculty Meeting**

181 **A. The Chair**

182 As provided in the By-Laws of the College, the President shall preside. In the President's
183 absence, the Provost and Dean shall occupy the chair. In the event that neither of these
184 officers is in attendance, the Secretary shall call the meeting to order and the Faculty
185 Meeting shall proceed to elect a presiding officer *pro tem*.

186 **B. Secretary of the Faculty**

187 The Secretary of the Faculty is responsible for announcing the agenda and preparing the
188 Minutes of the Faculty Meetings (see Section IX). They are also responsible for receiving and
189 sending formal actions by the Faculty or the Faculty Meeting including ensuring
190 amendments to the Faculty Handbook are made in collaboration with staff from the Provost
191 and Dean's Office and representing the Faculty in ceremonial occasions as appropriate. The
192 Secretary of the Faculty is normally elected for a three-year term and serves as the Chair of
193 the Steering Committee.

194 **C. Parliamentarian of the Faculty Meeting**

195 The Parliamentarian advises the presiding officer as to matters of parliamentary procedure
196 and interpretation of the Faculty Handbook at all regular and special Faculty Meetings. The
197 Parliamentarian retains rights as a voting member of the Faculty Meeting, but should strive
198 to maintain impartiality, with respect to matters of parliamentary procedure and
199 interpretation of the rules of order. The Parliamentarian is normally elected for a three-year
200 term.

201 **IV. Quorum**

202 The presence of a majority of the voting members not on leave shall constitute a quorum. In
203 the case that the faculty fails to maintain quorum following a vote, the results of that vote shall
204 remain valid.

205 Absent a quorum, the Faculty Meeting may, in addition to any actions specified in Robert's
206 Rules of Order, Revised, proceed with business limited to the presentation of reports and
207 recommendations by the Administrative Officers and Committees, Remarks for the Good of the
208 College, and adjournment (see Section VIII). The Secretary shall continue to take minutes.

209 **V. Rules of Order**

210 Except as herein provided, parliamentary procedure shall be in accordance with *Robert's Rules*
211 *of Order, Revised*.

212 **VI. Voting**

213 **A. Voting Methods**

214 Questions before the Faculty Meeting shall be decided by electronic ballot. In certain cases,
215 such as technology failure or minor impromptu motions, voting shall be by voice, show of
216 hands, paper ballot, or electronic ballot at the discretion of the Parliamentarian. If the ruling
217 of the chair on a voice vote is challenged, voting shall be by show of hands or paper ballot at
218 the discretion of the Parliamentarian.

219 Proxy votes and absentee ballots are not allowed in Faculty Meetings.

220 **VII. Restricted Sessions**

221 **A. Attendance Limitations**

222 Restricted Sessions of the Faculty Meeting are limited in attendance to the voting members
223 as defined in Section I-A above.

224 **B. Transition from Regular to Restricted Session**

225 Regular sessions may move to restricted sessions for consideration of a specified item or
226 items on the agenda by majority approval of the voting members present. If there are
227 remaining agenda items for regular session consideration at this time, the regular session, if
228 commenced on a Tuesday, shall be considered in recess until Thursday or, if commenced on
229 a Thursday, until the next Tuesday.

230 **C. Designation of Special Restricted Sessions**

231 Calls for a special Faculty Meeting may designate that it be a Restricted Session.

232 **D. Minutes of Restricted Sessions**

233 The distribution of minutes for a restricted session shall be as ordered at that session and
234 shall become part of the permanent record of the Faculty Meeting. These minutes may be
235 submitted for approval at a regular Faculty Meeting.

236 **VIII. Order of Business**

237 **A. Regular Session Order of Business**

238 In regular sessions of the Faculty Meeting, the order of business shall be:

- 239
- 240 • Call to Order
 - 241 • Approval of Previous Minutes
 - 242 • Reports of Administrative Officers and Committees
 - 243 • Unfinished Business
 - 244 • New Business
 - 245 • Remarks for the Good of the College
 - 246 • Adjournment

246 New or unfinished business may be acted upon in conjunction with the report of the
247 committee presenting it for action or may be deferred to the appropriate order at the
248 option of the committee.

249 Remarks for the Good of the College typically do not include items that are published
250 elsewhere. For example, announcements of events, programs, meetings, or deadlines that
251 are announced elsewhere should not be given as Remarks for the Good of the College.

252 **B. Special Session Order of Business**

253 In special sessions of the Faculty Meeting, only those items of business stated in the call
254 shall be presented, and their order shall be determined at the discretion of the presiding
255 officer.

256 **IX. Advance Notice of Proposals**

257 Anyone intending to present proposals or wishing to add agenda items to the Faculty Meeting
258 should contact the Steering Committee via the Secretary of the Faculty. If the Steering
259 Committee does not place on the agenda of a faculty meeting an item that a voting member
260 believes should be part of the agenda, the Steering Committee shall, upon written appeal by
261 the voting member, place the item in question on the agenda of a regularly scheduled faculty
262 meeting no later than two months after receiving this appeal. This ensures that the Steering
263 Committee will not stifle any voice in its effort to expand the range, and focus the work, of the
264 faculty meeting.

265 The agenda for the Faculty Meeting, supporting documents, and administrative reports are
266 posted electronically to the College Gateway at least five calendar days in advance of the
267 meeting.

268 **X. Minutes**

269 **A. Content of Minutes**

270 The Secretary of the Faculty will take minutes at all regular and special Faculty Meetings.
271 The draft Minutes are provided to Faculty Meeting attendees as supporting documents at
272 the subsequent meeting.

273 Faculty Meeting minutes should give a reasonably full indication of business transacted and
274 significant issues and perspectives raised. This normally includes recording all items listed
275 on the agenda, all old and new business, all motions from the floor, the substance and tenor
276 of discussions regarding any motion, any amendments to the motion, and the result of any
277 votes on motions or amendments. Remarks for the good of the College are also normally
278 recorded as are the substance of comments by “guest speakers.” Names of those who
279 propose motions, amendments, old and new business, make substantive comments that
280 spark additional debate and discussion, or make remarks for the good of the College are
281 normally included when provided by that individual.

282 **B. Approval, Archiving, and Access to Minutes**

283 Minutes from monthly and special session Faculty Meeting must be approved at the
284 subsequent Faculty Meeting. After the minutes have been approved, they are placed into
285 the permanent record. Approved minutes, plus agendas, supporting documents, and

286 administrative reports are forwarded, monthly, to the College Archives and maintained in
287 both electronic and hard copy formats.

288 **C. Recording of Minutes**

289 Audio recording of the Faculty Meeting may be made by the Secretary of the Faculty for
290 their use in preparing the minutes. The recording will be destroyed after approval of those
291 minutes. Live captioning of faculty meetings are projected on a screen during the meeting.
292 These transcripts are not stored. All other recordings or photographs of Faculty Meeting
293 proceedings are prohibited unless explicit permission is given by vote of the Faculty
294 Meeting.

295 **XI. Matters of Fundamental Policy**

296 All actions of the Faculty Meeting deemed by the President or by the Board of Trustees to be
297 matters of fundamental policy of the College, including but not limited to matters reserved to
298 the Board of Trustees under the *Amended and Restated Bylaws of Dickinson College*, shall be
299 reported to the Board by the President. Faculty Meeting actions which have been reported in
300 this manner to the Board shall become effective immediately after the meeting of the Board to
301 which they are reported unless the Board at that meeting takes action otherwise.

302 **XII. Open Hearings**

303 **A. Authority to Call and Conduct Open Hearings**

304 Open hearings on matters of concern to members of the Faculty Meeting and the College
305 community may be called by the President, the Provost and Dean, or any duly constituted
306 committee. The person or committee conducting such hearings shall have full discretion in
307 determining the topics for consideration and the mode of procedure.

308 **B. Open Hearing Requests**

309 The persons or committees authorized in "A" above to conduct hearings shall, upon written
310 request from five or more voting members of the Faculty Meeting, hold open hearings on
311 subjects within their purview.

312 **XIII. Faculty Handbook Changes**

313 **A. Amendments Requiring Faculty Vote**

314 Notice must occur at least at the preceding Faculty Meeting for amendments proposed to
315 the Faculty Meeting By-Laws, to the committee system, or to procedures governing the
316 evaluation of Faculty (Chapters 2-4 of this Handbook). An affirmative vote of both two-
317 thirds of the voting members present and a majority of the total voting membership of the
318 Faculty Meeting is required to adopt the proposed amendment(s).

319 **B. Administrative Revisions with Faculty Consultation**

320 Changes in the Faculty Handbook not covered in “A” above shall be made by the Provost
321 and Dean after consultation with the appropriate administrators and the committees
322 responsible for advice or decision-making on the matters being changed. These Faculty
323 Handbook changes shall be reported to the Faculty Meeting for its comment before being
324 incorporated into the Handbook. This does not imply that the Faculty Meeting can alter
325 rules or procedures that appear in the Faculty Handbook if the power of decision for them
326 lies elsewhere, but it is an occasion for publicizing such to the College community and for
327 influencing its form.

Chapter Three – Committees

329 I. General Considerations

330 A. Guiding Principles

331 The following principles, consistent with the *Statement on Government of Colleges and*
332 *Universities* jointly formulated by the *American Association of University Professors*, the
333 *American Council on Education*, and the *Association of Governing Boards of Universities and*
334 *Colleges* (Winter, 1966, updated April 1990), provide the philosophical foundation for the
335 College’s system of shared governance, emphasizing shared responsibility, inclusive
336 participation, and respect for expertise and institutional roles.

- 337 1. Dickinson College is a community. A decision affecting some members affects, to
338 varying degrees, all members.
- 339 2. Those affected by decisions should have a say in formulating and implementing
340 them. It is important that diverse perspectives be adequately represented in the
341 various decision-making bodies. But adequacy does not necessarily imply parity.
- 342 3. Those with competence in particular areas should have a say in formulating and
343 implementing decisions relating to those areas. The members of the College
344 community have differing needs, differing talents, differing responsibilities. These
345 differences should be respected and used for the common good. The members of
346 the community are interdependent, but their roles are not interchangeable.
- 347 4. Governance in the College community should be representative. For the process of
348 decision-making to be effective, some must act on behalf of all. But those who make
349 decisions should be responsive to the interests of the rest through procedures of
350 accountability and distributed responsibility.

351 B. System of Committees

352 The committee system at Dickinson College is a central mechanism through which the
353 principles of shared governance are enacted. It ensures the participation of faculty,
354 students, exempt and non-exempt staff, and other stakeholders in institutional decision-
355 making that affects them.

- 356 1. There are three kinds of elected committees: All-College Committees, Faculty
357 Committees, and Judicial Committees.
 - 358 a. All-College Committees are the backbone of shared governance and are
359 comprised of faculty, staff, and students and includes the Resources and
360 Planning Committee; the Information Technology and Services Committee;
361 the Equity, Inclusivity, and Belonging Committee; the Academic Program and
362 Standards Committee; the Student Engagement and Experience Committee;

363 the Institutional Review Board; the Institutional Biosafety Committee; and
364 the Institutional Animal Care and Use Committee.

365 i. The function and membership of the Institutional Review Board, the
366 Institutional Biosafety Committee, and the Institutional Animal Care
367 and Use Committee lies outside of the exclusive purview of the
368 Faculty and is governed by federal or state regulations and/or
369 external funding agreements.

370 b. Faculty Committees are comprised of only faculty and includes the Faculty
371 Steering Committee; the Faculty Personnel Committee; the Appeals
372 Committee; and the Committee on Research and Development. Only tenured
373 faculty are eligible to serve on the Faculty Personnel Committee and the
374 Appeals Committee.

375 c. The Judicial body at Dickinson is the Student Judicial Board for Student
376 Misconduct Hearings. Faculty and students are elected to serve on this
377 board, but do not chair misconduct panels.

378 In addition, commissions or committees appointed by the President, and ad hoc
379 committees created by vote of the Faculty Meeting or by the President, are formed
380 from time to time for specific purposes. The membership of these special groups
381 usually includes faculty, administrators, staff and students; it may also involve
382 parents, alumni, or trustees.

383 2. The chair of each committee is elected annually by the committee. If the chair
384 becomes vacant, the committee shall elect a replacement to serve the term.

385 3. Committees have the power to create and staff subcommittees as they deem
386 necessary.

387 4. Committees have the power to draft proposals on issues within its function.

388 5. The President is a member *ex officio* without vote on each of the All-College
389 committees.

390 6. Early in the academic year, the Steering Committee will provide the major agenda
391 items to be addressed by each All-College and Faculty Committee for the upcoming
392 year. Each individual committee shall thereafter report regularly about decisions or
393 recommendations they have made that do not require Faculty Meeting action.

394 7. All-College and Faculty Committees shall conduct their work in a manner consistent
395 with the principles of shared governance and transparency. At the start of each
396 academic year, individual committees will discuss how these principles apply to the
397 work of the committee. Committees shall regularly report to the Faculty Meeting,
398 other committees of the College, and various campus constituencies, as appropriate,
399 regarding their agendas and shall give timely reports or hold open hearings
400 concerning their deliberations on specific issues. However, deliberations involving
401 personnel matters, student records protected under applicable federal privacy law,

- 402 or other information designated as confidential by law or College policy shall be
403 treated as confidential.
- 404 8. Changes in the non-voting membership of committees will be reported to the
405 Faculty Meeting by the affected committee following approval by the Steering
406 Committee and will be reflected in the Faculty Handbook.
- 407 9. While voting members and non-voting members of Committees are listed below,
408 Chairs of committees are encouraged to invite any community member to a
409 committee meeting in service of the work of the committee.
- 410 10. When “administrative counterpart” is listed as part of the membership of a
411 committee, it refers to the administrator on the committee who is the faculty
412 committee chair’s closest collaborator. The title is intended to recognize the value
413 and expertise of administrators while articulating the joint responsibility faculty and
414 administrators have for ensuring the effectiveness of the committee.
- 415 11. When “A representative from [office]” is listed as part of the voting or non-voting
416 membership of a committee, that person shall, absent unforeseen circumstances,
417 serve on the committee for the whole of the academic year.

418 **C. Faculty Representation on Committees**

419 For purposes of faculty representation on committees, there are the following groups:

420 Group 1. Faculty from: Art and Art History, Classical Studies, Creative Writing, English,
421 French and Francophone Studies, German, Italian and Italian Studies, Judaic Studies,
422 Music, Philosophy, Religion, Russian, Spanish and Portuguese Studies, and Theatre and
423 Dance.

424 Group 2. Faculty from: Africana Studies, American Studies, Anthropology and
425 Archaeology, East Asian Studies, Economics and Quantitative Economics, Educational
426 Studies, History, International Studies, International Business and Management, Middle
427 East Studies, Political Science, Sociology, and Women’s, Gender and Sexuality Studies.

428 Group 3. Faculty from: Biology, Chemistry, Data Analytics, Geosciences, Environmental
429 Studies, Mathematics and Computer Science, Neuroscience, Physics and Astronomy,
430 and Psychology.

431 **D. Eligibility for Committee Service**

432 The effectiveness of the College’s committee system depends on the equitable distribution
433 of service responsibilities among members of the tenure-line and lecturer series faculty. To
434 support faculty development, maintain fair workload expectations, and ensure that
435 committees are staffed with appropriately prepared individuals, eligibility for service is
436 guided by the following guidelines:

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1. Faculty members will not serve on an All-College or Faculty committee, on a commission, or as part of a judicial body during their first year at Dickinson.
 2. Following the first year of appointment, tenure-track and lecturer series faculty are eligible for election or appointment to committees (except the Faculty Personnel Committee), judicial bodies, and commissions. They may not, however, serve as a chair.
 3. No faculty member shall be required to sit simultaneously on more than one All-College committee or Faculty committee unless one of those committees is the Steering Committee, Institutional Biosafety Committee, Institutional Review Board, or Institutional Animal Care and Use Committee.
 4. A faculty member shall be exempt from committee service while serving as:
 - a. Chair of a Presidential Commission.
 - b. Chair of the Institutional Biosafety Committee (one-year exemption only), the Institutional Review Board, or the Institutional Animal Care and Use Committee.
 - c. Secretary of the Faculty.
 - d. A faculty member on sabbatical, whether for a semester or a year, is exempt from serving on a committee or judicial body for that year.
 - e. Other exceptional non-teaching responsibilities will be considered by the Provost and Dean and the Faculty Personnel Committee on a case-by-case basis as grounds for exemption.
 5. Normally, all committee terms are for three academic years. When a faculty member is elected to fill a mid-term vacancy, the academic year in which the replacement begins to serve counts as the first year of the three-year term.

461 **E. Nominations**

462 The Nominating Committee is a subcommittee of the Faculty Personnel Committee that
463 oversees the process by which faculty are nominated for elected committee service. The
464 guidelines below outline the committee responsibilities in preparing and reporting
465 nominations to ensure broad representation and compliance with established procedures.

- 466 1. The Nominating Committee:
- 467 a. Identifies what vacancies exist, who is eligible for election, and prepares a slate
468 of two nominees for each elective vacancy
 - 469 b. Notifies the nominees and invites responses in writing at least one week prior to
470 the publication of the agenda for the Faculty Meeting at which the nominees
471 are announced.
 - 472 c. Reports its nominations to the Faculty Meeting as part of the agenda of the
473 meeting at which the election is to take place. Nominations for vacancies on the
474 Faculty Personnel Committee must be reported as part of the agenda of the
475 faculty meeting a month before the meeting at which the election is to take
476 place.
 - 477 d. Provides, to the Faculty Meeting a list indicating those faculty members eligible
478 for election and those who are exempt from nomination.
 - 479 e. Recommends, to the President, faculty for appointments to non-elected
480 commissions, committees, search committees, or task forces.
- 481 2. At the time nominations are announced at the Faculty Meeting further nominations
482 will be entertained from the floor.
- 483 3. The order of election shall be as follows:
- 484 a. Election to standing committees, posts, and boards shall occur at a regularly
485 scheduled Faculty Meeting. The Nominating Committee, at its discretion, shall
486 determine which elections occur in which month, and whether there will be one
487 round of balloting or more than one in each meeting. In every case, nominations
488 from the floor are possible prior to each round.
 - 489 b. Election to the Appeals Committee shall occur at the May Faculty Meeting after
490 all other elections have been completed.
 - 491 c. Appointments to non-elected committees and commissions shall take place by
492 the first week of classes in the subsequent fall semester.
- 493 4. No two faculty from the same department may simultaneously serve on the same
494 committee.
- 495 5. Elections to fill vacancies occurring during the course of an academic year shall be a
496 part of the order of business at any regular Faculty Meeting, provided that the
497 nominations are circulated as part of the meeting agenda. Pending the election, the

498 committee with the vacancy retains full authority to carry out its duties, deliberate,
499 and make decisions in accordance with its function.

500 6. Elections shall proceed by electronic ballot as required in the Faculty Meeting By-
501 Laws.

502 a. Faculty positions are elected by a vote of Faculty Meeting members as defined
503 in Chapter Two, Section I.A.

504 b. The Student Senate shall elect the student members of the All-College
505 committees. It is also solely responsible for determining the length of their
506 terms of office.

507 c. Administrative counterparts and other exempt staff of the All-College
508 committees are appointed by virtue of office.

509 d. Non-exempt staff members serving on All-College committees will be
510 nominated from among the Staff Forum and will serve staggered two-year
511 terms.

512 **II. All-College Committees**

513 **A. Resources and Planning Committee (RPC)**

514 1. Function:

515 a. Advises the President on matters related to the allocation of resources to
516 support the operating and capital needs of the College in alignment with
517 priorities outlined in the College's strategic plan.

518 b. Reviews and advises the President on: an annual balanced operating budget
519 including revenues and expenditures that support College priorities; long-term
520 financial planning and strategy affecting human, financial, and physical
521 resources; and progress toward short- and long-term strategic planning goals
522 including assistance with institutional assessment.

523 2. Composition:

524 Four faculty members, one from each group and one at-large

525 Four exempt staff members, designated annually by the President from the
526 following list:

527 Provost and Dean

528 Vice President for Finance and Administration (administrative counterpart)

529 Vice President for Human Resource Services

530 Vice President for Student Life and Dean of Students

531 Vice President for Enrollment Management and Dean of Admissions

532 Vice President for College Advancement

533 Chief of Staff and Secretary of the College, without vote

534 Two non-exempt staff members

535 Student Senate President, without vote
536 Two students, appointed by the Student Senate

537 Administrative support shall come from the Division of Finance and Administration

538 **B. Academic Program and Standards Committee (APSC)**

539 1. Function:

540 a. Reviews and makes recommendations to the Faculty Meeting on all matters
541 affecting curriculum and instruction including: introduction of new courses;
542 revision of majors and minors; creation of new departments, programs, majors
543 or minors; the implementation of First-Year Seminar, changes in regulations
544 involving academic standards; modification of class times and the academic
545 calendar; and the long-range educational priorities of the College.

546 b. Works with Associate Provost of Assessment to develop and implement
547 strategies and processes for assessing the general education curriculum and
548 departmental curricula

549 c. Reviews general education assessment reports and recommends any changes to
550 the general education curriculum to the Faculty Meeting.

551 d. Coordinates and collaborates with departments undergoing external reviews.

552 e. Advises the Provost and Dean concerning the allocation of tenure-line and
553 lecturer series positions.

554 f. Reviews all self-developed majors and other individualized student programs.

555 g. Nominates students recommended for academic prizes and honors to the
556 Faculty Meeting.

557 h. Considers and adjudicates student petitions involving exceptions to academic
558 policies and advises the Provost and Dean in cases where the interpretation
559 regarding satisfying requirements for graduation may be in question.

560 2. Composition:

561 Six faculty, two from each group

562 Three students, appointed by Student Senate

563 Provost and Dean

564 Associate Provost for Curriculum and Registrar, without vote (administrative
565 counterpart)

566 Associate Provost for Assessment and Strategic Priorities, without vote

567 Director of the Center for Teaching, Learning, and Scholarship, without vote

568 Associate Provost for Student Success and Academic Advising, without vote

569 Administrative support shall come from the Division of Academic Affairs

- 570 **C. Student Engagement and Experience Committee (SEEC)**
- 571 1. Function:
- 572 a. Identifies, discusses, and addresses issues in the student experience so as to
- 573 improve enrollment results, student engagement, retention, and graduation
- 574 outcomes.
- 575 b. Receives and reviews reports, survey data, and assessment data on issues
- 576 impacting enrollment, engagement, persistence, retention, and other matters
- 577 affecting the student experience.
- 578 c. Reviews policies relevant to the student experience and proposes revisions as
- 579 necessary and appropriate.
- 580 2. Composition:
- 581 Four faculty members, elected at-large
- 582 Vice President and Dean of Student Life (administrative counterpart)
- 583 Vice President for Enrollment and Dean of Admissions (administrative counterpart)
- 584 Four students, one from each class year; appointed by the Student Senate
- 585 Student Senate Director of Campus Life and Initiatives, without vote
- 586 Vice President and Chief Diversity Officer, without vote
- 587 An Associate Vice President for Enrollment, without vote
- 588 Senior Associate Provost for Integrated Student Academic Success, without vote
- 589 A representative from the Center for Global Study and Engagement, without vote
- 590 Executive Director for Student Engagement, Retention, and Persistence, without
- 591 vote
- 592 Executive Director of the Wellness Center, without vote
- 593 A representative from Access and Disability Services and SOAR, without vote
- 594 Director of Athletics, without vote
- 595 A representative from the office of the Associate Vice President of Student Life,
- 596 without vote
- 597 Administrative support shall come from the Division of Student Life

598 **D. Information Technology and Services Committee (ITSC)**

599 1. Function:

- 600 a. Advises the President on strategic direction and priorities related to
601 administrative, academic, and research technologies, ensuring alignment with
602 the College's strategic and operational goals.
- 603 b. Supports the development of and reviews existing technology-related policies,
604 standards, and procedures particularly those governing information security,
605 data management, and responsible use of technology.
- 606 c. Facilitates the periodic review of existing technology systems, services, and
607 technology-related policies at the College.
- 608 d. Reviews and provides recommendations on technology requests and initiatives.

609 2. Composition:

- 610 Four faculty members, elected at large
611 Three students, appointed by the Student Senate
612 Chief Information Officer and Vice President for Information and Technology
613 Services (administrative counterpart)
614 A representative from the Division of Academic Affairs
615 A representative from the Division of Finance and Administration
616 A representative from the Office of Marketing and Communication
617 Two non-exempt staff members
618 Director of Academic Technology, without vote
619 Director of User Services, without vote
620 A representative from Waidner-Spahr Library, without vote
- 621 Administrative support shall come from Information and Technology Services

622 **E. Equity, Inclusivity, and Belonging Committee (EIB)**

623 1. Function:

- 624 a. Advises the President on matters related to the issues of access, equity,
625 inclusion, and belonging in alignment with priorities outlined in the College's
626 strategic plan.
- 627 b. Identifies and reviews existing policies and practices related to issues of access,
628 equity, inclusion, and belonging and recommends additions and revisions.
- 629 c. Collaborates with campus partners to ensure equity and belonging efforts are
630 coordinated and inclusive.
- 631 d. Reviews applications for Inclusive Pedagogy grants, IDEAL Innovation grants,
632 and campus-wide DEI awards.

633 e. Supports campus-wide initiatives that foster access, equity, inclusion, and
634 belonging.

635 f. Reviews campus climate data and survey results to understand trends in
636 student, faculty, and staff experiences.

637 2. Composition:

638 Four faculty members, elected at-large

639 Three students, appointed by the Student Senate

640 Two non-exempt staff members

641 Vice President and Chief Diversity Officer (administrative counterpart)

642 A director-level representative from the Division of Diversity, Equity, and Inclusion

643 A representative from Human Resource Services, without vote

644 A representative from the Center for Global Study and Engagement, without vote

645 A representative from the Title IX Office, without vote

646 A representative from Athletics, without vote

647 A representative from Access and Disability Services and SOAR, without vote

648 A representative from Campus Life, without vote

649 Administrative support shall come from the Office of the Vice President and Chief
650 Diversity Officer

651 F. Institutional Review Board (IRB)

652 1. Function:

653 a. Ensures compliance with the U.S. Department of Health and Human Services
654 regulations 45 CFR 46, often referred to as the “Common Rule” and the National
655 Commission for the Protection of Human Subjects in Biomedical and Behavioral
656 Research, often referred to as the “Belmont Report” for the ethical protection
657 for the rights and welfare of human subjects participating in research activities.

658 b. Reviews and approves proposals for research involving human research
659 subjects.

660 c. Reports to the designated Institutional Official.

661 2. Composition

662 A minimum of five members, at least three of whom are faculty. Membership shall
663 include:

664 At least one member whose research involves human subjects

665 At least one member whose research does not involve human subjects

666 At least one member who is not affiliated with the institution

667

668 Administrative support is provided by the Office of General Counsel

669 **G. Institutional Biosafety Committee (IBC)**

670 1. Function:

- 671 a. Ensures that research and/or educational activities using recombinant DNA
672 technology or potentially infectious agents are conducted in safe and
673 appropriate manners and that they comply with guidelines from the National
674 Institute of Health.
- 675 b. Reports to the designated Institutional Official.

676 2. Composition

677 The National Institutes of Health (NIH), Guidelines for Research Involving
678 Recombinant or Synthetic Nucleic Acid Molecules require that members with certain
679 backgrounds and skills must serve on an Institutional Biosafety Committee (IBC). The
680 IBC members shall be selected so that they collectively have experience and
681 expertise in recombinant or synthetic nucleic acid molecules and technology,
682 infectious organisms and the capability to assess the safety of such activities and any
683 potential risk to public health or the environment. Membership will include a
684 minimum of five members, at least three of whom are faculty. Membership must
685 include:

686 Two members who are not affiliated with the institution

687 Administrative support is provided by the Office of General Counsel

688 In addition to the requirements above, the NIH Guidelines require committee
689 members to possess expertise in particular subject-matter areas, depending upon
690 the specific protocols to be considered by the committee. The committee
691 membership is therefore subject to the requirements of the Guidelines, in addition
692 to the Institutional Biosafety Committee Policy.

693 **H. Institutional Animal Care and Use Committee (IACUC)**

694 1. Function:

- 695 a. Evaluates animal care and use facilities.
- 696 b. Reviews and approves proposals for research, teaching, and testing that
697 involves the use of animals.
- 698 c. Reviews concerns about the use of animals.
- 699 d. Ensures compliance with applicable federal regulations and guidance, as well as
700 Institutional policies and guidance.

- 701 e. Reports to the designated Institutional Official.
- 702 2. Composition
- 703 A minimum of five members, at least three of whom are faculty. Membership shall
- 704 include:
- 705 A practicing scientist with experience in research involving animals
- 706 A member whose primary research area does not involve animals
- 707 A veterinarian with authority on animal research programs
- 708 A member who is not affiliated with the institution
- 709 Administrative support is provided by the Office of General Counsel
- 710

711 **III. Faculty Committees**

712 **A. The Faculty Steering Committee**

713 1. Function:

- 714 a. Generates the agenda of the Faculty Meeting, determining what topics should
715 be placed on the agenda and in what form.
- 716 b. Solicits reports and agenda items from senior staff by meeting monthly with
717 representatives from the Dean and Provost's and President's Offices.
- 718 c. Solicits reports and agenda items from committee chairs, and the heads of
719 working groups or commissions as appropriate.
- 720 d. Gathers questions, thoughts, and concerns from faculty about topics of interest
721 and guides those questions to appropriate committees and/or administrative
722 offices.
- 723 e. Shares information among the Committee about individual agendas of College
724 committees to improve effectiveness of committee work and coordinate on
725 issues that require contributions from multiple committees
- 726 f. Recommends changes to existing College committee functions and voting
727 compositions and new committees to the Faculty Meeting.
- 728 g. Approves changes to non-voting memberships of existing College committees
729 and reports them to the Faculty Meeting

730 2. Composition

- 731 Faculty Secretary
- 732 Parliamentarian
- 733 Chair of the Faculty Personnel Committee
- 734 Chair of the Research and Development Committee
- 735 Chair of the Academic Programs and Standards Committee
- 736 Chair of the Resources and Planning Committee
- 737 Chair of the Student Engagement and Experience Committee
- 738 Chair of the Information and Technology Services Committee
- 739 Chair of the Equity, Inclusivity, and Belonging Committee
- 740 Representative from the Office of the President, without vote when in attendance

741 Administrative support shall come from the Office of the President

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B. The Faculty Personnel Committee (FPC)

1. Function:

- a. Advises the President and Provost and Dean on faculty personnel matters regarding promotion, tenure, sabbatical and other leaves, reduced teaching loads, early and phased retirement, assignment of faculty to administrative and off-campus directorships, and sanctions of faculty.
- b. Interviews candidates for initial appointment with tenure at the rank of Associate Professor or Professor.
- c. Recommends faculty to serve on search committees for members of the President’s Leadership team, will make a recommendation to the Board of Trustees in the case of the selection of a new president and will make a recommendation to the President in the case of the selection of a new Provost and Dean.
- d. Advises the Provost and Dean regarding appointment, evaluation, and removal of Department and Program Chairs, endowed chairs, and on nominations for national fellowships or awards.
- e. Advises on other personnel matters which the President or Provost and Dean may choose to present to the committee.
- f. Routinely consults with the Senior Associate Provost for Academic Affairs and the Provost and Dean on strategies for the implementation of salary and workload recommendations.

2. Composition

Five tenured faculty: one each from group and two at-large, from different groups
Provost and Dean, without vote
Senior Associate Provost of Academic Affairs, without vote

When a voting member of the Faculty Personnel Committee is recused, on leave, or otherwise absent from participating in the evaluation of a specific case(s), the committee retains full authority to carry out its duties, deliberate, and make decisions in accordance with its function.

Administrative support shall come from the Division of Academic Affairs.

772 **C. Appeals Committee**

773 1. Function:

774 a. Serves as the hearing committee specified in Chapter Four Section V.C,
775 (grievances) Chapter Four, Sections VII, VIII, and IX (negative review decisions),
776 and Chapter Four, Sections E and F (dismissal and disciplinary sanctions).
777 Specific procedures of each type of hearing can be found in the relevant section
778 of Faculty Handbook.

779 b. Upon request, advises the administration and/or Board of Trustees on matters
780 of academic freedom and tenure.

781 2. Composition:

782 Seven tenured faculty members, two from each group, and one at-large

783 Administrative support shall come from the Division of Academic Affairs but will not
784 be the same person who supports the Faculty Personnel Committee.

785 When a member of the Appeals Committee is recused from participating in the
786 evaluation of a specific case, the committee may proceed if at least five faculty
787 remain. Otherwise, additional members must be appointed by the Nominating
788 Committee from its roster of eligible persons. The temporary replacement assumes
789 full rights and responsibilities for the case, including participation in deliberations
790 and voting. The original committee member shall not be present for any portion of
791 the committee's work on the case from which they are recused, nor receive related
792 materials. The committee's recommendation shall note the recusal and any resulting
793 temporary appointments in its report.

794 **D. Committee on Research and Development (R&D)**

795 1. Function:

796 a. Encourages faculty to pursue their development as teachers and/or scholars
797 through the allocation of funds budgeted by the College for support of research
798 and professional development and determines equitable priorities among
799 applications for this support.

800 b. Reviews sabbatical proposals of tenured faculty and senior lecturers to
801 determine if the proposed projects are appropriate and worthy of support. If
802 the Committee identifies concerns with the proposal, the proposal will be sent
803 to the Faculty Personnel Committee for evaluation.

804 c. Reviews post-sabbatical reports to determine if goals outlined in the sabbatical
805 proposal were met. If the Committee identifies concerns with the report, the
806 report will be sent to the Faculty Personnel Committee for evaluation.

807 d. Reviews grant reports written by faculty at the conclusion of grant-funded
808 projects. If the Committee identifies concerns with the report, the report will be
809 sent to the Faculty Personnel Committee for evaluation.

810 2. Composition:

811 Three tenure-line series faculty, one from each group

812 A representative from College Advancement, without vote (administrative
813 counterpart)

814 A representative from the Waidner-Spahr Library, without vote

815 A representative from the Office of Sponsored Projects, without vote

816 Administrative support shall come from the Division of Academic Affairs

817 **IV. Judicial Bodies**

818 **A. Student Judicial Board for Student Misconduct Violations**

819 1. Function:

820 a. Hears allegations of student violations of the Community Standards when those
821 violations are not resolved via informal means or an administrative hearing.

822 2. Composition:

823 a. Hearing Board:

824 (1) The Hearing Board shall be composed of three members: one from the
825 pool of student members, one from the pool of faculty, and an
826 administrator, as chair.

827 (2) The pool of 10 faculty shall be elected at the Faculty Meeting. Persons
828 serving on other committees are eligible.

829 (3) The pool of 12 students shall be selected by the Student Senate.

830 (4) Members of the Hearing Board shall be selected from the judicial board
831 pool, a new board for each case. All members of the pool are expected to
832 serve in an approximately equal number of cases.

833 **V. Committees and Commissions Appointed by the President**

834 The President may appoint, after consultation with the Nominating Committee, members of
835 the faculty to College-wide *ad hoc* committees, commissions, or task forces formed to address
836 issues of institutional importance and are not intended to become standing All-College
837 committees. On those occasions when a College-wide *ad hoc* committee, commission, or task
838 force addresses an issue that falls within Chapters 2 through 4 of the Faculty Handbook or a
839 delegated responsibility of the faculty as outlined in Article VII, Section 2 of the Amended and
840 Restated Bylaws of Dickinson College, the recommendations of the College-wide *ad hoc*

841 committee, commission, or task force will be forwarded to the Faculty Meeting for
842 consideration and action.

Chapter Four – Faculty Status Policies

844 I. Faculty Series

845 Faculty appointments at Dickinson fall into the following series: Tenure-Line Series, Lecturer
846 Series, Visiting Faculty Series, Adjunct Faculty Series, Emeritus/Emerita Professor Series,
847 Endowed and Named Chairs Series, and Courtesy Affiliate Faculty Series. These categories of
848 faculty appointments and their associated ranks or titles are described below. Staff and
849 administrators engaged in instruction are designated "other instructional personnel" and are
850 not regarded as having faculty status (see Section II).

851 The rights, privileges, and responsibilities of faculty members vary according to the type and
852 status of their appointment and are defined in various sections of this Handbook. All faculty
853 members and instructional personnel enjoy the protections of academic freedom in teaching
854 and research and may utilize the grievance procedures in cases of perceived violations of that
855 freedom.

856 A. Tenure-Line Series

857 The tenure-line series ("tenure-line") is used to designate faculty who hold an appointment
858 with tenure or will stand for tenure as indicated in their appointment letter. Tenure-line
859 faculty are responsible for advancing the College's mission through effective teaching and
860 advising, scholarly activity and accomplishments, and professional service, as appropriate to
861 their rank.

862 The tenure-line series includes the ranks of Assistant Professor, Associate Professor, and
863 Professor.

864 1. Tenure-Track Faculty

865 Tenure-track faculty members hold probationary appointments, which carry the
866 possibility of receiving a tenured appointment. Tenure-track appointments are
867 renewable, with an expectation for renewal unless notice of non-reappointment is
868 provided in accordance with Section XIII.D.1. Initial contracts for these positions are for
869 two years and are renewable according to the schedule detailed in Section III.C.1.

870 2. Tenured Faculty

871 Tenured faculty have been awarded tenure by the Board of Trustees in accordance with
872 the evaluation procedures specified in Section VII.F.3 below. Tenure may be granted
873 only to those holding or being promoted to the rank of Associate Professor or Professor
874 in the tenure-line series. In extraordinary circumstances, an initial appointment with
875 tenure may be in accordance with Section IV.D.1.(b) or (c).

- 876 a. Tenure is independent of a decision concerning faculty rank. However, under
877 no conditions may an Assistant Professor be tenured.
- 878 b. Tenure provides a faculty member with a continuous appointment at
879 Dickinson College. Tenured faculty remain subject to periodic evaluation
880 throughout their service to the College.
- 881 c. The College may terminate a tenured appointment only for adequate cause
882 or for special reasons, subject to the procedures specified in Sections XIII.E
883 and G, respectively.

884 **B. Lecturer-Series**

885 The lecturer-series is used to designate faculty who are responsible for supporting the
886 College's mission through effective teaching, advising, and professional service as
887 appropriate to their rank. While scholarship is always valued, it is not an expectation for
888 lecturers.

889 Appointments to the lecturer series are renewable, with an expectation for renewal unless
890 notice of non-reappointment is provided in accordance with Section XIII.D.1. Holding a
891 lecturer series position does not confer eligibility for tenure, nor does it imply the possibility
892 of future tenure.

893 Initial appointment within the series is made at the rank of Lecturer, with promotion to the
894 rank of Senior Lecturer possible after at least six years of full-time teaching and professional
895 service at Dickinson.

896 The lecturer-series includes the ranks of Lecturer and Senior Lecturer.

897 **C. Visiting Faculty Series**

898 The visiting faculty series is used to designate faculty who are appointed to Dickinson on a
899 temporary basis to meet the curricular needs of a department (e.g., serve as a leave
900 replacement or to teach courses when time has not permitted a full tenure-line or lecturer-
901 series search to be conducted or the search has not yielded a suitable appointee).

902 Appointments in the visiting faculty series are term-limited without an expectation for
903 renewal, notice of non-reappointment, promotion, tenure, or sabbatical; however, they are
904 eligible to apply for professional development funds as outlined in XI.D. The length of the
905 appointment is usually for one to four semesters and normally should not exceed six
906 semesters. In rare circumstances, the length of appointment may be extended by the Senior
907 Associate Provost in consultation with the Academic Program and Standards Committee.

908 The visiting faculty series includes the titles of Visiting Professor, Visiting Associate
909 Professor, Visiting Assistant Professor, Visiting Instructor, or Visiting International Scholar.

910 In addition, the “visiting” prefix may be added to the title of Lecturer or Senior Lecturer
911 where appropriate.

912 **D. Adjunct Faculty Series**

913 The adjunct faculty series is used to designate practicing professionals or scholars with the
914 appropriate academic qualifications and preparation to teach in a non-benefitted capacity
915 on a per-course basis. Such persons may be professionals, scholars, or artists in the
916 community, administrators or staff at the College, or emeritus/a professors. An adjunct’s
917 appointment is contingent upon sufficient student enrollment for the course to be taught
918 and upon it not being assigned as part of a full-time or reduced-time faculty member’s
919 required teaching load. If there is insufficient course enrollment or the course is assigned as
920 part of a full-time or reduced-time faculty member’s required teaching load, the College
921 reserves the right to void an adjunct faculty member’s contract.

922 Given their temporary, part-time status, adjunct faculty are ineligible for promotion, tenure,
923 and fringe benefits; however, they are eligible to apply for professional development funds
924 as outlined in XI.D.

925 **E. Emeritus/Emerita Series**

926 The emeritus/emera status series is used to designate distinguished faculty members who
927 have rendered long and valuable service to Dickinson and have retired in good standing.
928 Appointment of emeritus status is governed by the policies and procedures set forth below:

- 929 1. Eligibility: to be eligible for the Emeritus/a status, a faculty member must be in good
930 standing and meet the following criteria:
- 931 a. Have served fifteen years at Dickinson immediately prior to retirement.
 - 932 b. Hold the rank of Associate Professor, Professor, or Senior Lecturer at the time of
933 retirement.

934 For purposes of this Faculty Handbook, “good standing” means the faculty member
935 does not have any active disciplinary conduct actions pursuant to Section XIII.E or F.

- 936 2. Selection:
- 937 a. Eligible faculty are automatically nominated by the Provost and Dean’s Office in
938 January of the faculty member’s final year of regular appointment.
 - 939 b. The Provost and Dean submits the list of eligible nominees to the Faculty
940 Personnel Committee, which reviews the nominations to ensure that each
941 candidate is in good standing.
 - 942 c. Following the Faculty Personnel Committee’s concurrence, the Provost and
943 Dean forwards the nominations for approval by the President.
 - 944 d. Upon approval, the President issues a formal letter of appointment.

- 945 3. Privileges and Responsibilities:
- 946 a. Listing in College catalogue at rank and title held at time of retirement,
947 preceded by the title “emeritus” or “emerita”.
- 948 b. Library privileges as permitted by library policy and the use of College stationery
949 and departmental mail for academic correspondence. The departmental
950 mailbox may be used for receiving mail if an individual box is not available.
- 951 c. Use of available laboratory, computer, and carrel facilities, as determined by the
952 department and the College. Use of these should be requested by May 1 each
953 year to the Provost and Dean; support will be made available within the
954 constraints of existing resources.
- 955 d. Participation in the cultural and social life of the College under the same
956 conditions as other faculty. This includes: regularly receiving information about
957 scheduled College events; involvement in departmental activities at the
958 invitation of the department; participation in academic processions such as
959 Convocation and Commencement.
- 960 e. Eligible for adjunct appointment to teach regular courses or seminars at the
961 College, to offer instruction through Continuing Education programs, and to
962 represent the College or its interests in various ways beyond the campus.
963 Continued teaching is contingent upon institutional need and satisfactory
964 course evaluations and is compensated at the prevailing adjunct rate.
- 965 f. Eligible to apply for Research and Development funds.
- 966 4. Revocation of Emeritus/Emerita Status:
- 967 a. Once awarded, emeritus/a status continues in perpetuity unless the recipient
968 either requests to have status rescinded or violates the intent and spirit of
969 emeritus/a status by engaging in dishonorable conduct in violation of law, rule,
970 or policy, and/or causes harm to the College’s reputation.
- 971 b. The President has the final authority to revoke the individual’s emeritus/a
972 status.
- 973 c. Actions or conduct protected by academic freedom and unlawful discrimination
974 shall not be used to revoke such status.
- 975

976 **F. Endowed and Named Chairs Series**

977 The College has a number of endowed and named chairs that are funded through
978 philanthropic sources. These appointments are a major academic honor awarded to faculty
979 members in recognition of excellence or distinguished achievement in their field. Chairs are
980 awarded based on eligibility, disciplinary focus, and other conditions as specified in the
981 terms of the endowment or position. The Provost and Dean selects the recipients of these
982 chair, with guidance from the Faculty Personnel Committee.

983 Endowed and named chairs may be awarded with or without a specified term and can be
984 unrestricted or limited to a particular field, as outlined in the terms of the endowment or
985 position. Any such limitations are usually indicated in the chair's title.

986 A current listing of endowed and named chairs is available on the College's Faculty Awards
987 webpage.

988 **G. Courtesy Affiliate Faculty Series**

989 The Courtesy Affiliate faculty series is used to designate independent scholars or individuals
990 with specialized expertise or training who are associated with the College on a non-salaried
991 basis. Affiliate faculty may contribute to the education of Dickinson students and the
992 College community through mentoring, teaching, collaborative scholarship, residencies, or
993 other forms of engagement.

994 As volunteers, affiliate faculty are not voting members of the faculty and are not eligible for
995 tenure, promotion, or sabbatical leave; nor may they utilize the College's faculty grievance
996 procedures. Appointments are unsalaried and do not imply any form of employment.

997 1. Eligibility:

998 a. Candidates may include independent scholars seeking to maintain active ties
999 to the academic community, or distinguished individuals (actors, artists,
1000 musicians, politicians, religious leaders, scientists, writers, etc.) who bring
1001 recognized expertise.

1002 b. Candidates must provide supporting information demonstrating professional
1003 qualifications comparable to those required for regular faculty appointments
1004 in the relevant discipline.

1005 2. Nomination and Appointment: Nominations may be made by a chair of an academic
1006 program or through the Provost and Dean's Office and approved by the Provost and
1007 Dean.

1008 3. Terms of Appointment:

1009 a. Appointments are unsalaried, honorary in nature, and do not carry
1010 departmental obligations.

- 1011 b. Appointments are normally for one to three years and may be renewed at
1012 the recommendation of the sponsoring department.
- 1013 c. Affiliate faculty may list their Dickinson affiliation in a curriculum vitae,
1014 resume, biography, or publication only with the written permission of the
1015 Provost and Dean in consultation with the Faculty Personnel Committee.
- 1016 d. Affiliate faculty receive library privileges in accordance with library policy and
1017 may be included on the departmental mailing list for colloquia, lectures, and
1018 other academic events.
- 1019 e. Additional access or privileges appropriate to the nature of the appointment
1020 may be extended by the Provost and Dean.

1021 **II. Other Instructional Personnel**

1022 Certain non-faculty employees may be assigned teaching responsibilities either as part of or
1023 in addition to their primary job duties. Non-faculty employees with teaching assignments
1024 are considered staff for employment purposes and are subject to the employment terms
1025 and conditions outlined in the Employee Handbook. In the performance of their teaching
1026 assignments, however, they have the same academic freedom rights and teaching
1027 responsibilities in managing their courses as individuals appointed to a faculty series. To
1028 ensure instructional quality and consistency with educational standards, the following
1029 guidelines also apply:

1030 **A. Employees with Teaching Duties as Part of Their Job Description**

1031 Employees whose job descriptions include teaching as a formal component of their role
1032 shall undergo a peer observation and review of teaching by the department in which the
1033 course(s) is being offered at least once every three semesters in accordance with
1034 Section X. This evaluation will be incorporated into the employee's annual performance
1035 review and will be shared with the appropriate administrative supervisor. Adjunct
1036 compensation is not provided for employees whose normal job responsibilities include
1037 teaching as part of their primary job description.

1038 **B. Employees Who Teach Outside Their Job Description**

1039 Employees who teach courses outside their primary job responsibilities shall be
1040 appointed, compensated, and evaluated on an adjunct faculty series basis by the
1041 department in which the course(s) is being offered (see Section X for evaluation
1042 procedures). Evaluations are for instructional improvement only and are not included in
1043 the employee's annual performance review.

1044 **III. Terms of Appointment**

1045 **A. Types of Appointments**

1046 Appointments at Dickinson are of four kinds: renewable appointments, tenure
1047 appointments, term-limited appointments, and terminal.

1048 Faculty appointments are also distinguished by whether the appointment is full-time,
1049 reduced-time, or per-course. A full-time or reduced-time faculty appointment (i.e., phased-
1050 retirement) is defined as one involving normally more than half-time responsibilities,
1051 receiving fringe benefits, and undergoing evaluation in accord with the procedures outlined
1052 in this chapter. Otherwise, the position is on a per-course basis.

1053 **1. Renewable Appointment Letters**

1054 Renewable appointment letters are issued to tenure-track and lecturer-series faculty.
1055 These appointments are for specified terms according to the appointment schedule
1056 outlined in Section III.C.1 and 2, respectively. Faculty holding renewable appointments
1057 may expect their appointment to be renewed unless: (a) they are provided written
1058 notice of non-reappointment in accordance with Section XIII.D.1; or (b) their contract is
1059 terminated by the College for adequate cause or for special reasons consistent with the
1060 procedures specified in Sections XIII.E and G, respectively.

1061 **2. Tenure Appointment Letters**

1062 Tenure appointment letters are issued to tenure-track faculty members who
1063 successfully complete their tenure review at the end of their probationary appointment.
1064 Tenured faculty members are entitled to continuous appointment unless one of the
1065 following events occurs: the faculty member resigns, retires, is dismissed for adequate
1066 cause, or their position is eliminated due to or for special reasons, subject to the
1067 procedures specified in Sections XIII.E and G, respectively.

1068 **3. Term-Limited Appointment Letters**

1069 Appointments to the visiting and adjunct faculty series are temporary and term-limited,
1070 that may be made to replace colleagues on sabbatical or other leaves of absence, or to
1071 address the specific curricular needs within a department. Term-limited appointment
1072 letters are for a defined period of time and do not require notice of non-renewal from
1073 the College. Faculty issued term-limited appointments are not eligible for tenure
1074 consideration. However, if a regular tenure-line professorial or lecturer-series position
1075 becomes available, a term-limited appointee may apply, provided they possess the
1076 requisite academic preparation and qualifications.

1077 **4. Terminal Appointment Letters**

1078 Terminal appointment letters are issued to tenure-track faculty following a negative
1079 tenure decision and lecturers following an adverse promotion decision. In addition,
1080 terminal appointment letters may be issued to tenure-track and lecturer-series faculty
1081 when the College decides not to renew an appointment during the period preceding the
1082 tenure or senior lecturer review, provided the faculty member qualifies for one year of
1083 notice of non-reappointment in accord with Section XIII.D.1.

1084 **B. Faculty Appointment Letters**

1085 The terms and conditions of every initial appointment to the faculty will be stated or
1086 confirmed in writing, and a copy of the appointment letter will be supplied to the faculty
1087 member. The Department Chair and the Faculty Personnel Committee will receive a copy of
1088 the letter with salary information redacted.

1089 The initial appointment letter includes, but is not limited to, the following:

- 1090 • Position (tenure-track, lecturer, visiting, etc.) and appointment type.
- 1091 • Academic rank and title at initial appointment.
- 1092 • Term of appointment, with start and stop dates.
- 1093 • Primary department of appointment and any obligations toward interdisciplinary
1094 programs or a secondary department.
- 1095 • Any credit toward tenure and/or promotion for prior teaching experience.
- 1096 • Salary or compensation rate and fringe benefit eligibility.
- 1097 • Any salary or stipend conditions, if applicable.
- 1098 • Any special terms or conditions of appointment (degree completion requirements,
1099 additional educational requirements, administrative responsibilities, joint
1100 appointment, etc.).
- 1101 • Reference to the Faculty Handbook and College personnel policies.

1102 Any subsequent extensions or modifications of an initial appointment, and any special
1103 understandings, or any notices incumbent upon either party to provide, will be stated or
1104 confirmed in writing, and a copy will be given to the faculty member. All faculty receive a
1105 finalized version of their letter of initial appointment prior to beginning their term of
1106 appointment.

1107 Faculty receive updated appointment letters at the conclusion of any formal review process
1108 conducted by the Faculty Personnel Committee. These letters are distinct from the annual
1109 salary and fringe benefit letters faculty receive, and contain information about promotions,
1110 tenure, and any other change in status and are provided in accordance with notice
1111 provisions in Section XIII.D.1. Tenure and promotions are subject to confirmation by the
1112 Board of Trustees at its annual May meeting. For tenure-track faculty, reappointment
1113 letters contain information on matters relative to the faculty member's eligibility for tenure.

1114 Salary and fringe benefit letters are made available to faculty electronically prior to the
1115 beginning of the open enrollment period, to take effect on July 1 of that same calendar
1116 year. These letters are assumed to be acceptable to both the College and the faculty
1117 member unless a letter of disagreement is presented within two weeks of receiving the
1118 letter.

1119 **C. Length of Appointments**

1120 **1. Tenure-Track Faculty**

1121 a. Appointments to the tenure-track are made according to the following
1122 schedule (unless prior service credit is awarded, the tenure timeline is
1123 paused, or application for early tenure review is made), utilizing criteria
1124 and procedures outlined in Sections IV.E.1 and VIII.B:

1125 Prior to the Start of Year One: initial two-year appointment.

1126 Year Two: by December 15, new appointment through Year 4 or termination
1127 of appointment at the end of Year Two.

1128 Year Three: no evaluation affecting appointment status.

1129 Year Four: by June 30, new appointment through Year Seven or termination of
1130 appointment after one additional year, i.e., at the end of Year Five.

1131 Year Five: no evaluation affecting appointment status; pre-tenure sabbatical
1132 leave, normally occurring in Year Five.

1133 Year Six: no evaluation affecting appointment status unless the candidate
1134 opts for early tenure review (see subparagraph d. below).

1135 Year Seven: by June 30, appointment to tenure or termination of
1136 appointment after one additional year.

1137 b. A review in Year Two may be extended into the Spring semester, at the
1138 discretion of the Faculty Personnel Committee and the Provost and Dean. If
1139 so, this decision must be communicated to the candidate and department
1140 before December 15th. If an extension is granted, the candidate must be
1141 offered either a new contract through Year Four or termination of contract
1142 after one additional year (i.e., at the end of Year Three).

1143 c. The total period of full-time service at Dickinson with the highest degree
1144 prior to the acquisition of tenure will not exceed seven years unless a tenure
1145 pause is granted. Full-time teaching at another institution of higher
1146 education, if the faculty member held the appropriate highest degree at the
1147 time, may be taken into consideration in determining initial appointment and
1148 the timeline for tenure review. The period of any leave of absence from

- 1149 Dickinson or from full-time teaching is not credited (see Chapter Five, Section
1150 III.C). A full year pre-tenure sabbatical normally is credited toward tenure.
- 1151 d. Typically, a tenure decision is not made until the seventh year of full-time
1152 academic employment at Dickinson. A tenure-track faculty member may
1153 elect an early tenure review. A faculty member initially appointed as an
1154 Assistant Professor, however, may never have their tenure-track period
1155 reduced to fewer than four years. A faculty member seeking early review is
1156 encouraged to discuss the possibility of applying early with their Department
1157 Chair, the Chair of the Faculty Personnel Committee, other departmental
1158 colleagues, and the Provost and Dean. They must alert the Faculty Personnel
1159 Committee of their intent to apply prior to the June 1 application deadline
1160 and then proceed through the normal tenure review process, which includes
1161 consideration for promotion to Associate Professor unless the faculty
1162 member already holds a senior rank. The tenure criteria for evaluation (see
1163 Section VIII.D.3) shall apply in all cases, regardless of when the early review
1164 occurs. If the early review results in the denial of tenure, the faculty
1165 member's next appointment shall be a terminal appointment.
- 1166 e. A faculty member may be considered for tenure only once.
- 1167 f. *De facto* tenure is not awarded at Dickinson College. Tenure is only awarded
1168 through the affirmative action of the College in accordance with the review
1169 procedures set forth in Section VIII.F.
- 1170 g. Normally, only tenured faculty hold the rank of Associate Professor unless
1171 that rank without tenure is negotiated at the time of initial appointment. In
1172 such cases, the faculty member must apply for tenure at the conclusion of
1173 the tenure-track period stipulated in the initial appointment letter.

- 1174 **2. Lecturer Series Faculty**
- 1175 a. Appointments to the lecturer series are made according to the following
1176 schedule, utilizing criteria and procedures outlined in Sections IV.A.1 and
1177 IX.B:
- 1178 Prior to the Start of Year One: initial two-year appointment letter.
- 1179 Year Two: by December 15, new contract through Year Four or termination
1180 of contract at the end of Year Two.
- 1181 Year Three: no evaluation affecting appointment status.
- 1182 Year Four: by June 30, new contract through Year Seven or termination of
1183 contract after one additional year, i.e., at the end of Year Five.
- 1184 Year Five: no evaluation affecting contract status; pre-senior lecturer
1185 sabbatical leave, normally occurring in Year Five.
- 1186 Year Six: no evaluation affecting appointment status.
- 1187 Year Seven: by June 30, promotion to senior lecturer and issuance of a six-
1188 year renewable appointment or termination of appointment after one
1189 additional year. Reviews following promotion to senior lecturer will typically
1190 occur every six years. Successful reviews will typically result in another six-
1191 year appointment.
- 1192 b. A review in Year Two may be extended into the Spring semester, at the
1193 discretion of the Faculty Personnel Committee and the Provost and
1194 Dean. If so, this decision must be communicated to the candidate and
1195 department before December 15th. If an extension is granted, the
1196 candidate must be offered either a new appointment through Year Four
1197 or termination of appointment at the end of Year Three prior to June 30th
1198 of that year.
- 1199 c. A lecturer may be considered for promotion to senior lecturer only once.
- 1200 d. *De facto* promotion to senior lecturer based on time in rank is not awarded
1201 at Dickinson College. Promotion is only awarded through the affirmative
1202 action of the College in accordance with the review procedures set forth in
1203 Section IX.D.3.

1204 **D. Academic Service Period**

1205 The service period for full-time and reduced-time faculty members is defined as the
1206 academic year, which consists of Fall and Spring semesters. Normally, the first day of the
1207 academic year starts the week prior to the start of new student orientation and the final
1208 day of the academic year is the deadline for submission of final grades. During non-

1209 academic periods, full-time and reduced-time faculty do not have any teaching or service
1210 responsibilities. Full-time faculty are paid over a twelve-month period.

1211 Full-time and reduced-time faculty receive additional compensation for teaching or other
1212 duties during the summer term unless the Provost and Dean approves the assignment as
1213 part of the faculty member's regular teaching load.

1214 **E. Primary Area of Appointment**

1215 Every member of the faculty is appointed to a primary department, as stated in their initial
1216 appointment document or subsequent annual appointment letters. Joint appointments
1217 between two departments may be granted to a faculty member under Section F below.

1218 A faculty member may be transferred from one department to another if the faculty
1219 member possesses the appropriate qualifications to teach in the receiving department and
1220 the transfer is in the best educational interests of students. A transfer may be proposed
1221 either by the faculty member or by the Provost and Dean. Transfers require consultation
1222 with the faculty member under consideration, the relevant department chairs, and the
1223 Faculty Personnel Committee. Each consulted party shall provide a written
1224 recommendation to the Provost and Dean, who makes the final decision. An approved
1225 transfer does not guarantee a new position allocation for the department from which the
1226 appointment originated.

1227 **F. Joint Appointments**

1228 When a faculty member's appointment responsibilities require a significant portion of
1229 teaching responsibilities be devoted to another department, a joint appointment may be
1230 made. Such appointments are typically shared between two departments.

1231 A joint appointment may be established with the approval of the faculty member, the
1232 involved department(s) and the Provost and Dean at any stage of faculty employment. To
1233 receive a joint appointment, a faculty member must meet the requirements for scholarly
1234 and professional preparation for the courses to which the faculty member will be assigned.

1235 In making a joint appointment, a primary and secondary department will be clearly
1236 designated by the Provost and Dean in the faculty member's appointment letter. The
1237 primary department will serve as the faculty member's administrative home; the
1238 department chair will take the lead responsibility on personnel issues, human resources
1239 reporting, evaluations, etc. Typically, the administrative home will be the department with
1240 the higher teaching load.

1241 The nature of a joint appointment varies and the assignment of duties in the secondary
1242 department will differ by candidate. The details of the assignment of duties, teaching
1243 responsibilities, and department governance rights applicable to both the primary and

1244 secondary department will be documented in a written memorandum of understanding
1245 signed by the applicable department chair(s), the faculty member, and the Provost and
1246 Dean. It will also stipulate how personnel actions affecting the faculty member (including, if
1247 applicable, decisions about reappointment, promotion, and tenure) will be shared among
1248 the department(s). Negotiated changes to those details will be documented in an amended
1249 memorandum of understanding.

1250 It is recognized that new opportunities, changes in faculty interest, faculty performance, or
1251 other issues with the proportional appointment may require review, renegotiation, or
1252 discontinuation of the original joint appointment. If possible, a faculty member with a joint
1253 appointment will have the option of retreating to a full appointment at their primary
1254 department. If a retreat is not a possibility, the Provost and Dean is responsible for ensuring
1255 that the faculty member is made fully aware of the existing options and for putting in place
1256 a short-term plan to ensure a smooth transition with minimum disruption to the initiatives,
1257 projects, and teaching of the faculty member.

1258 **G. Off-Campus Faculty Director Appointments**

1259 Eligible tenure-line and lecturer-series faculty appointed by the Provost and Dean to serve
1260 as directors of off-campus programs retain their underlying faculty appointment, including
1261 academic rank and, if applicable, tenure, as well as their full voting rights at the Faculty
1262 Meeting. While serving in the off-campus role, the faculty member is subject to all College
1263 policies governing faculty responsibilities, evaluation, and conduct. Teaching effectiveness
1264 will be evaluated using the same instruments as for faculty teaching on the Carlisle campus,
1265 with the exception that peer classroom observations are not required.

1266 Absent an employment action through the faculty dismissal process, the faculty member
1267 will be reassigned to their faculty position upon completion of the directorship. When
1268 conducting evaluations upon returning to campus, the Faculty Personnel Committee shall
1269 consider the full scope of the faculty member's directorship responsibilities, including their
1270 service to the College through the role.

1271 **H. Appointment of Faculty to Administrative Positions**

1272 **1. Full-time Administrative Appointments**

1273 Tenure-line and lecturer-series faculty who accept a full-time administrative
1274 appointment maintain their faculty status, rank and, if applicable, their tenure status.

1275 While serving in a full-time administrative role, the individual is classified as staff for
1276 employment purposes and is subject to the terms and policies outlined in the Employee
1277 Handbook. However, the individual continues to receive all faculty communications,
1278 continues to attend faculty meetings with voice, vote, and inclusion in quorum, and may
1279 participate in other faculty functions as appropriate.

1280 The tenure or promotion timeline will be paused by default for the duration of full-time
1281 administrative service. At the time of appointment, a written agreement shall specify
1282 the terms and conditions of the administrative appointment and include the
1283 reassignment plan to the individual's faculty position following the conclusion of the
1284 administrative role. Upon return to full-time faculty duties, the period of administrative
1285 service will be considered as part of the faculty member's institutional service record in
1286 personnel reviews.

1287 **2. Part-time Administrative Appointments**

1288 Tenure-line and lecturer-series faculty who accept a part-time administrative
1289 appointment retain their faculty status, rank, and, where applicable, their tenure status.

1290 While serving in a part-time administrative role, the faculty member remains subject to
1291 the normal faculty evaluation cycle. Although the caliber of work required of the faculty
1292 member in teaching, scholarly activity and achievement (if applicable), and service
1293 remains subject to the same evaluation criteria, standards for promotion, tenure, and
1294 other personnel reviews may be adjusted commensurately to reflect the scope and
1295 duration of the administrative assignment.

1296 Prior to the commencement of the administrative appointment, a written
1297 Memorandum of Understanding (MOU) will be developed collaboratively by the faculty
1298 member, the relevant department chair, and the Provost and Dean, in consultation with
1299 the Faculty Personnel Committee. The MOU will specify the scope of administrative
1300 responsibilities, the duration of the assignment, any course releases or salary stipend,
1301 and the adjusted expectations for teaching, scholarly activity and achievement (if
1302 applicable), and service that will apply during the assignment.

1303 A copy of the executed MOU will be filed with the Provost and Dean's Office and
1304 included in the faculty member's personnel file. When a faculty member who is subject
1305 to an active or recently concluded MOU undergoes a personnel review, the MOU will be
1306 included in the evaluation file. Participants in the evaluation are expected to assess the
1307 faculty member's performance based on the revised standards of the MOU.

1308 If the administrative appointment is renewed or its scope changes materially, the MOU
1309 shall be updated accordingly.

1310 **IV. Appointment of New Faculty**

1311 Dickinson College seeks to appoint and to maintain a faculty of capable teachers and
1312 scholars, one marked by diversity in academic expertise, viewpoint, and style but sharing a
1313 commitment to the highest intellectual standards, to the tradition of the liberal arts, and to
1314 undergraduate education. Once faculty have been appointed, the College seeks to nurture
1315 their professional growth by encouraging programs of academic development, by rigorously

1316 evaluating their teaching and scholarship, and by making informed judgments during
1317 contract renewals, tenure reviews, and post-tenure reviews. Every effort will be made to
1318 create a sense of continuing development in a faculty member's career at Dickinson and to
1319 conduct evaluations in a manner involving open discussion and shared information.

1320 Search procedures for the appointment of new faculty are established in consultation with
1321 Human Resource Services.

1322 **A. Faculty Searches and Initial Appointment**

1323 **1. Tenure-Line and Lecturer Series Positions**

1324 The authorization to search for and appoint individuals to tenure-line and lecturer
1325 faculty positions is conducted in accordance with the procedures published on the
1326 Faculty Personnel Committee website.

1327 Details of the search procedures are summarized below:

- 1328 a. The search for a candidate in the tenure-track and lecturer faculty series is
1329 authorized by the Provost and Dean after consultation with the Academic
1330 Program and Standards Committee.
- 1331 b. The department or a program advisory group conducts the search in
1332 accordance with the College's Equal Opportunity in Employment Policy to
1333 identify a pool of candidates, normally will invite two persons to campus for
1334 interviews, and, where possible, involve a broad base of students and
1335 colleagues in the evaluation process.

1336 As part of the campus interview, tenure-track and lecturer faculty series
1337 candidates typically meet with the Provost and Dean. Following the
1338 interview, written feedback from the Provost and Dean will be provided to
1339 the department or program advisory group.
- 1340 c. After interviews are complete, the department or advisory group provides a
1341 recommendation to the Provost and Dean. If the Provost and Dean
1342 authorizes the issuance of an offer, they will work with the department to
1343 communicate the offer to the candidate.

1344 **2. Visiting Series Positions**

1345 The authorization to search for and appoint individuals to visiting faculty positions is
1346 conducted in accordance with the procedures published on the Faculty Personnel
1347 Committee website.

1348 Details of the search procedures are summarized below:

- 1349 a. The search for a candidate in the visiting faculty series is authorized by the
1350 Provost and Dean based on the recommendation of the Senior Associate
1351 Provost for Academic Affairs.
- 1352 b. The department or a program advisory group conducts the search in
1353 accordance with the College's Equal Opportunity in Employment Policy to
1354 identify a pool of candidates, normally will invite two persons to campus for
1355 interviews, and, where possible, involve a broad base of students and
1356 colleagues in the evaluation process.
- 1357 As part of the campus interview, candidates typically meet with the Senior
1358 Associate Provost for Academic Affairs.
- 1359 c. After interviews are complete, the department or advisory group provides a
1360 recommendation to the Senior Associate Provost for Academic Affairs. If
1361 the Senior Associate Provost for Academic Affairs authorizes the issuance of
1362 an offer, they will work with the department to communicate the offer to
1363 the candidate.

1364 **3. Adjunct Series Positions**

1365 The authorization to search and appoint individuals to adjunct positions is conducted in
1366 accordance with the procedures set forth [below](#):

- 1367 a. The search for a candidate is authorized by the Provost and Dean based on
1368 the recommendation of the Senior Associate Provost for Academic Affairs.
- 1369 b. The Department Chair will work to identify a viable candidate in accordance
1370 with the College's Equal Opportunity in Employment Policy and submits a
1371 recommendation to the Senior Associate Provost for Academic Affairs.
- 1372 c. If the Senior Associate Provost authorizes the issuance of an offer, they will
1373 work with the department to communicate the offer to the candidate.

1374 **4. Affiliate Faculty Series Positions**

1375 Please refer to Section I.G.

1376 **B. Minimum Academic Credentials for Faculty Appointment**

1377 Completion of the Ph.D. or appropriate terminal degree is normally a requirement for
1378 appointment to the tenure-line and visiting faculty-series, while lecturer and adjunct
1379 appointments normally require at least the Master's degree.

1380 While faculty appointed to the tenure-line and visiting faculty-series normally should
1381 possess the Ph.D. or terminal degree, in exceptional cases appointment may also be granted
1382 to a person of high repute in a field of endeavor related to the discipline or to a person with

1383 significant skill or professional experience relevant to the discipline. The Provost and Dean,
1384 in consultation with the Faculty Personnel Committee, will review all justifications
1385 submitted for appointments based on alternative credentials.

1386 **C. Verification of Faculty Credentials and Qualifications**

1387 A final candidate for appointment to Dickinson must provide evidence of their academic
1388 preparation and qualifications for the courses to which they will be assigned to teach.
1389 Candidate qualifications shall be measured, as applicable to the position, by official
1390 transcripts of advanced degrees held, evidence of scholarship, advanced study, creative
1391 activities, and teaching abilities, as well as relevant professional experience, training, and
1392 credentials. It is the responsibility of the hiring department or interdisciplinary program to
1393 ensure that the preparation and qualifications of the faculty member is appropriate to the
1394 nature of the appointment.

1395 Any substantive inaccuracies in materials submitted for initial appointment to the College
1396 (or subsequently for reappointment, promotion, or tenure consideration) may lead to
1397 dismissal for adequate cause (see Section XIII.E) at any point during employment,
1398 irrespective of when they are discovered.

1399 **D. Initial Rank**

1400 **1. Tenure-Line Ranks**

1401 Tenure-line appointments are made at the ranks of Assistant Professor, Associate
1402 Professor, or Professor. New appointments to the tenure-line series are normally
1403 authorized at the Assistant Professor level. Persons with at least six years of full
1404 time teaching subsequent to completing the PhD or highest degree, however, may
1405 be appointed to the Dickinson College faculty initially at the rank of Associate
1406 Professor or Professor, normally without tenure.

1407 a. **Assistant Professor:** New appointments at the rank of the Assistant
1408 Professor level are filled by persons holding the PhD or terminal degree in
1409 the teaching discipline from an accredited or internationally recognized
1410 institution who demonstrate qualities indicating potential for fulfilling the
1411 responsibilities of a faculty member (see Section VII). This practice
1412 contributes to creating diversity in experience and academic rank among
1413 the faculty.

1414 A tenure-line candidate who has not completed the PhD or the highest degree
1415 in the teaching discipline may be appointed to the rank of Assistant Professor
1416 and noted as "All But Dissertation." Under these circumstances, the faculty
1417 member must complete the dissertation in accordance with the deadline
1418 specified in the initial appointment contract letter from the Provost and Dean.
1419 The faculty member's failure to complete the degree within the applicable time
1420 period may constitute cause for non-reappointment. The tenure-track period
1421 for an Assistant Professor initially appointed under such circumstances is
1422 identical to the tenure-track period for a faculty member initially appointed at
1423 the rank of Assistant Professor who already has their PhD or the highest degree
1424 at the time of the appointment.

1425 b. **Associate Professor without Tenure:** New appointments at the rank of
1426 Associate Professor may be made in exceptional circumstances and require
1427 the PhD or the highest degree in the teaching discipline and a minimum of
1428 six years of full-time teaching experience at an accredited or internationally
1429 recognized institution, including at least five years at the rank of Assistant
1430 Professor or Visiting Assistant Professor. Candidates must also present the
1431 following evidence as evaluated by the Faculty Personnel Committee.

1432 (1) Teaching should be of high quality in all the areas listed in VIII.B.1 at
1433 both introductory and advanced course levels.

1434 (2) There should be evidence of sustained scholarly activity and of
1435 achievement and reasonable grounds for expecting the person to
1436 meet Year Seven criteria by the time of tenure consideration.

1437 (3) Service of a professional nature should meet the Year Two or Year

1438 Four criteria, depending on the faculty member's experience. But
1439 there should be reasonable grounds for expecting the person to meet
1440 Year Seven criteria by the time of tenure consideration.

1441 c. **Associate Professor with Tenure:** New appointments to the rank of
1442 Associate Professor with tenure may be ratified by the Board of Trustees in
1443 exceptional circumstances to a candidate who currently holds tenure at
1444 another accredited or internationally recognized institution of higher
1445 learning and who demonstrates evidence of meeting Dickinson's standards
1446 for tenure (see Section VIII.D.3) as evaluated by the Faculty Personnel
1447 Committee. The Board's decision to grant tenure shall be informed by
1448 recommendations from the President, Provost and Dean, the hiring
1449 department, and the Faculty Personnel Committee.

1450 d. **Professor with Tenure:** New appointments to the rank of Professor with
1451 tenure may be ratified by the Board of Trustees in exceptional
1452 circumstances to a candidate who currently holds the rank of Professor
1453 with tenure at another accredited or internationally recognized institution
1454 of higher learning and who demonstrates evidence of meeting Dickinson's
1455 standards for tenure (see Section VIII.D.3) as evaluated by the Faculty
1456 Personnel Committee. The Board's decision to grant tenure shall be
1457 informed by recommendations from the President, Provost and Dean, the
1458 hiring department, and the Faculty Personnel Committee.

1459 2. Lecturer Ranks

1460 Initial Lecturer series appointments are made at the ranks of Lecturer or Senior
1461 Lecturer.

1462 a. **Lecturer:** Initial appointments to the lecturer series are normally authorized
1463 at the Lecturer level and are filled by persons normally holding a minimum
1464 of a Master's degree from an accredited or internationally recognized
1465 institution.

1466 b. **Senior Lecturer:** New appointments at the rank of Senior Lecturer may be
1467 considered in exceptional circumstances and require the minimum of a
1468 Master's degree and six years of full-time teaching experience at an
1469 accredited or internationally recognized institution, together with evidence
1470 of meeting the applicable standards for promotion to this rank (see Section
1471 VIII.D.3) as evaluated by the Faculty Personnel Committee.

1472 3. Visiting Faculty

1473 Appointment to the visiting faculty series may be made by the Senior Associate
1474 Provost for Academic Affairs at any rank, depending on the person's experience and
1475 credentials.

1476 Given the temporary nature of the appointment, visiting faculty are not eligible for
1477 promotion in rank.

1478 **4. Adjunct Series Faculty**

1479 Adjunct series faculty titles do not denote academic rank. However, adjunct faculty
1480 who have previously held an academic rank at an accredited or internationally
1481 recognized institution may, as a professional courtesy, retain the highest academic
1482 rank that they possessed at their prior institution. In these instances, the prefix of
1483 “adjunct” will precede the professorial rank (e.g., Adjunct Associate Professor of
1484 English, Adjunct Professor of Economics, etc.).

1485 **E. Timing of Appointments and Calculation of Years of Service**

1486 A year of service begins with the first fall term of appointment for the purpose of calculating
1487 the review period for tenure or promotion.

1488 A faculty member whose initial appointment begins in the middle of the academic year has
1489 the option of having the first semester of service count as one full-service year or not count
1490 at all. This option must be decided upon at the time of the initial appointment. The chosen
1491 option must be specified by the faculty member to the Provost and Dean in writing.

1492 **V. Department and Program Chairs**

1493 The College recognizes that the attainment of its objectives depends in large measure upon the
1494 effective use of the time and expertise of its faculty. Department and Program Chairs are key in
1495 assuring that this happens. Departments are charged with delivering a curriculum of majors,
1496 minors, and/or certificates. Faculty may be appointed to departments in a primary or secondary
1497 capacity. Programs tend to be interdisciplinary and are also charged with delivering a
1498 curriculum of major(s), minor(s), and/or certificate(s). Faculty are not appointed to programs,
1499 but may contribute to them.

1500 **A. Appointment of Department and Program Chairs**

1501 Department Chairs are appointed by the Provost and Dean of College from among the
1502 tenured members of the department's faculty. Program Chairs are appointed by the Provost
1503 and Dean of the College from among the tenured members or senior lecturers who
1504 contribute to the program. All eligible faculty members are expected to serve as chair as
1505 part of a departmental or program rotation. The rotation schedule is determined through
1506 department or program succession planning and should take into account the
1507 administrative needs of the department or program, individual faculty workloads, and
1508 relevant professional circumstances. Before beginning their term, chairs are required to
1509 participate in the College's Department or Program Chair training program.

1510 The term of a Department or Program Chair appointment is three years. The appointment
1511 may be renewed by the Provost and Dean, in consultation with the department or program
1512 faculty and the chair, for one additional consecutive term of up to three years.

1513 If a Department or Program Chair's term is interrupted by an approved sabbatical or other
1514 extended leave, the Provost and Dean, in consultation with the department or program
1515 faculty, will appoint an interim chair for the duration of the leave. Unless otherwise agreed
1516 upon at the time the leave is approved, the Department or Program Chair will resume the
1517 role upon return and complete the remainder of the original term. Adjustments to the term
1518 or rotation may be made when necessary to support department or program continuity and
1519 leadership needs.

1520 A Department or Program Chair may be removed from the administrative appointment by
1521 the Provost and Dean, in consultation with the Faculty Personnel Committee, prior to the
1522 expiration of the term if the chair fails to meet the responsibilities of the position or if
1523 continued service is otherwise contrary to the best interests of the department or program.
1524 Such removal shall occur only after the Provost and Dean has consulted with the
1525 department or program and has provided the chair with an opportunity to respond to the
1526 concerns raised.

1527 **B. Responsibilities**

1528 **1. Department Chair Responsibilities**

1529 Department Chairs are tasked with the following responsibilities:

1530 1. Creating and cultivating a positive culture for faculty and staff within the
1531 department.

1532 a. This includes providing leadership; attending College-wide chairs
1533 meetings and communicating information back to departmental
1534 colleagues; holding regular department meetings; and serving as a
1535 liaison, representing the interests of the department to the Faculty
1536 Personnel Committee, offices within Academic Affairs, and the Provost
1537 and Dean. It also includes recruiting, hiring, and mentoring faculty
1538 members as well as supervising, evaluating, and mentoring department
1539 staff members while cultivating a departmental environment of
1540 collaboration and respect. Chairs should be available for communication
1541 in the summer or designate a delegate if they are unable to be so.

1542 2. Administering the academic program of the department and creating a
1543 constructive learning environment and community for students.

1544 a. This includes maintaining a multi-year schedule of courses that enables
1545 students to move logically and efficiently through the program while
1546 managing course enrollments; engaging in regular assessment of student
1547 learning outcomes; transparently administering the operating budget of
1548 the department as well as any funds designated for use by the
1549 department; leading program reviews; and facilitating curriculum
1550 development and strategic planning. It also includes responding to and
1551 addressing student inquiries and concerns; scheduling departmental
1552 events; and supervising honors societies and student clubs and
1553 organizations associated with the program. It may also include
1554 coordinating with colleagues to ensure cohesion of the academic
1555 program.

1556 3. Handling personnel reviews of departmental faculty and instructional personnel.

1557 a. This includes coordinating the review; synthesizing departmental
1558 discussion surrounding the review; and accurately represent the
1559 departmental discussion articulating and recommendation of the
1560 department regarding reappointment or non-reappointment and the
1561 granting of tenure and promotion to the Faculty Personnel Committee
1562 and the Provost and Dean. It also involves reviewing sabbatical proposals
1563 and reports.

1564 4. Representing the interests of the department to constituencies outside
1565 Academic Affairs.

- 1566 a. This includes undertaking activities related to admissions and recruitment
1567 of prospective students; ensuring healthy communication between the
1568 department and marketing and communication; and working with
1569 advancement as appropriate.

1570 **2. Program Chair Responsibilities**

1571 Program Chairs are tasked with the following responsibilities:

- 1572 1. Creating and cultivating a positive culture for faculty and staff who contribute to
1573 the program.
- 1574 a. This includes providing leadership; attending College-wide chairs
1575 meetings and communicating information back to program colleagues;
1576 holding regular program meetings; and serving as a liaison, representing
1577 the interests of the program to the Faculty Personnel Committee, offices
1578 within Academic Affairs, and the Provost and Dean. Chairs should be
1579 available for communication in the summer or designate a delegate if
1580 they are unable to be so
- 1581 2. Administering the academic program of the major(s), minor(s), and/or
1582 certificate(s) and creating a constructive learning environment and community
1583 for students.
- 1584 a. This includes maintaining a multi-year schedule of courses that enables
1585 students to move logically and efficiently through the program while
1586 managing course enrollments; engaging in regular assessment of student
1587 learning outcomes; transparently administering the operating budget of
1588 the program, as well as any funds designated for use by the program;
1589 leading program reviews; and facilitating curriculum development and
1590 strategic planning. It also includes responding to and addressing student
1591 inquiries and concerns; scheduling program events; and supervising
1592 honors societies and student clubs and organizations associated with the
1593 program. It may also include coordinating with colleagues to ensure
1594 cohesion of the academic program.
- 1595 3. Representing the interests of the program to constituencies outside Academic
1596 Affairs.
- 1597 a. This includes undertaking activities related to admissions and recruitment
1598 of prospective students; ensuring healthy communication between the
1599 program and marketing and communication; and working with
1600 advancement as appropriate.

1601 **C. Evaluation of Department and Program Chairs**

1602 The Provost and Dean's Office conducts a confidential review of the Department or Program
1603 Chair's administrative performance at the end of the second semester of the chair's term by

1604 consulting with the members of the department or program as applicable. The review is
1605 intended solely for formative purposes and is developed by the Senior Associate Provost for
1606 Academic Affairs in collaboration with the Faculty Personnel Committee. The formative
1607 evaluation is not shared by the Senior Associate Provost for Academic Affairs with the
1608 Faculty Personnel Committee. The Department or Program Chair has discretion to discuss
1609 the review in the service portion of their Professional Activities Statement.

1610 The Provost and Dean (or designee) reviews the results and provides the Department or
1611 Program Chair with a written summary highlighting strengths and areas for improvement.
1612 Individual responses by department faculty participating in the review are kept private and
1613 not shared with the Department or Program Chair under review.

1614 **VI. Faculty Rights and Standards of Professional Conduct**

1615 **A. Academic Freedom**

1616 Except as otherwise stated, Dickinson College accepts and adopts the *1940 Statement of*
1617 *Principles on Academic Freedom and Tenure* formulated by the Association of American
1618 Colleges and the American Association of *University* Professors.

1619 All faculty members and instructional personnel are entitled to academic freedom as
1620 defined therein, pertinent provisions of which are:

- 1621 1. Such individuals are entitled to full freedom in research and in the publication of
1622 the results, subject to the adequate performance of their other academic duties;
1623 but research for pecuniary gain shall be based upon a prior written understanding
1624 with the College.
- 1625 2. Such individuals are entitled to freedom in their teaching for discussing any
1626 subject, but they should be careful not to introduce controversial matter which
1627 has no relation to the subject being examined. The aims of Dickinson College in
1628 no way require a statement which would limit the affirmations of academic
1629 freedom just asserted.
- 1630 3. Such individuals are both citizens and employees of an educational institution.
1631 When they speak or write as a citizen, they should be free from institutional
1632 censorship or discipline, but this special position in the community imposes
1633 special obligations. As a person of learning and an educational officer, they
1634 should remember that the public may judge one's profession and one's
1635 institution by the utterances one makes. Such individuals should at all times be
1636 accurate, should exercise appropriate restraint, should show respect for the
1637 opinions of others, and should make every effort in each situation to indicate
1638 whether or not they speak for the College.
- 1639 4. Information about student views, beliefs, and political associations which
1640 professors acquire in the course of their work as instructors, advisers, and
1641 counselors should be considered as confidential. Protection against improper
1642 disclosure is a serious professional obligation. (AAUP, *Joint Statement on Rights*
1643 *and Freedoms of Students*, 1967)

1644 Faculty members may appeal alleged violations of academic freedom arising from the
1645 faculty evaluation process pursuant to Section VIII.F.6. Alleged violations with regard
1646 to teaching and research (and in the publication of the results) occurring outside of
1647 the evaluation process may be appealed by faculty members and instructional
1648 personnel under the Faculty Grievance Policy outlined in Section VI.C.

1649

1650 **B. Statement on Professional Ethics**

1651 The College expects high ethical standards of all personnel. In particular, the College affirms
1652 its commitment to high ethical standards by endorsing the principles articulated in the
1653 *Statement on Professional Ethics* by the American Association of University Professors
1654 (2009). These principles serve as a guide to the College’s own expectations for professional
1655 conduct by faculty.

1656 “Professors, guided by a deep conviction of the worth and dignity of the advancement
1657 of knowledge, recognize the special responsibilities placed upon them. Their primary
1658 responsibility to their subject is to seek and to state the truth as they see it. To this end
1659 professors devote their energies to developing and improving their scholarly
1660 competence. They accept the obligation to exercise critical self-discipline and judgment
1661 in using, extending, and transmitting knowledge. They practice intellectual honesty.
1662 Although professors may follow subsidiary interests, these interests must never
1663 seriously hamper or compromise their freedom of inquiry.

1664 As teachers, professors encourage the free pursuit of learning in their students. They
1665 hold before them the best scholarly and ethical standards of their discipline. Professors
1666 demonstrate respect for students as individuals and adhere to their proper roles as
1667 intellectual guides and counselors. Professors make every reasonable effort to foster
1668 honest academic conduct. They respect the confidential nature of the relationship
1669 between professor and student. They avoid any exploitation, harassment or
1670 discriminatory treatment of students. They acknowledge significant academic or
1671 scholarly assistance for them. They protect their academic freedom.

1672 As colleagues, professors have obligations that derive from common membership in the
1673 community of scholars. Professors do not discriminate against or harass colleagues.
1674 They respect and defend the free inquiry of associates. In the exchange of criticism and
1675 ideas professors show due respect for the opinions of others. Professors acknowledge
1676 academic debt and strive to be objective in their professional judgment of colleagues.
1677 Professors accept their share of faculty responsibilities for the governance of their
1678 institution.

1679 As members of an academic institution, professors seek above all to be effective
1680 teachers and scholars. Although professors observe the stated regulations of the
1681 institution, provided the regulations do not contravene academic freedom, they
1682 maintain their right to criticize and seek revision. Professors give due regard to their
1683 paramount responsibilities within their institution in determining the amount and
1684 character of work done outside it. When considering the interruption or termination of
1685 their service, professors recognize the effect of their decision upon the program of the
1686 institution and give due notice of their intentions.

1687 As members of their community, professors have the rights and obligations of other
1688 citizens. Professors measure the urgency of these obligations in the light of their
1689 responsibilities to their subject, to their students, to their profession and to their
1690 institution. When they speak or act as private persons they avoid creating the
1691 impression that they speak or act for their university or college. As citizens engaged in a
1692 profession that depends upon freedom for its health and integrity, professors have a
1693 particular obligation to promote conditions of free inquiry and to further public
1694 understanding of academic freedom.”

1695 **C. Faculty Grievances**

1696 The College affirms its commitment to academic freedom and to the principles and policies
1697 set forth in the Faculty Handbook. To safeguard these commitments, the College provides
1698 this Faculty Grievance Policy as a formal mechanism through which a faculty member may
1699 seek resolution of a complaint alleging a violation of their academic freedom or a breach of
1700 the Faculty Handbook, provided no separate procedure exists for addressing the matter.

1701 Instructional personnel may avail themselves to this Faculty Grievance Policy for alleged
1702 violations of academic freedom in their research and teaching. In such circumstances, the
1703 Appeals Committee’s recommendation in paragraph six below shall be transmitted to the
1704 instructional personnel’s supervisor, in addition to the Provost and Dean.

1705 This policy is intended to ensure that such grievances are addressed promptly, fairly, and
1706 through a process that reflects the values of due process, institutional integrity, and mutual
1707 respect. Whenever possible, faculty members are encouraged to pursue informal means of
1708 resolution prior to initiating a formal grievance.

1709 **1. General Considerations:**

1710 a. A faculty member may bring a grievance under this policy alleging a
1711 violation of their academic freedom rights or violations of the Faculty
1712 Handbook.

1713 Matters grievable under this policy shall **not** include:

1714 i. Decisions related to the person’s evaluation for contract renewal,
1715 promotion, or tenure (governed by the procedures in Section VIII.F.6).

1716 ii. Dismissal for adequate cause or termination for special reasons
1717 (governed by the procedures in Section XIII.E and G, respectively).

1718 iii. Complaints of unlawful discrimination or harassment (governed by the
1719 Non-Discrimination, Harassment and Retaliation Policy).

1720 iv. Complaints of unlawful sexual or gender misconduct (governed by the
1721 College Sexual Harassment and Misconduct Policy).

1722 v. Dishonesty in academic research (governed by Honesty in Academic

- 1723 Research Policy).
- 1724 vi. The failure to satisfy the grievant after the grievance process set forth in
1725 this policy has been completed.
- 1726 b. Interpersonal work-related disputes may be addressed through Human
1727 Resource Services. Additionally, suspected ethical violations, legal
1728 infractions, or breaches of College policy may be reported to Human
1729 Resource Services, Office of General Counsel, Office of the Provost and
1730 Dean, Office of the President, or the Title IX Office as applicable to the
1731 situation. Concerns involving potential fraud, financial misconduct, or other
1732 wrongdoing may also be submitted via the reporting procedures found in
1733 the College’s Whistleblower Policy. Complaints against students related to
1734 violations of the Community Standards should be directed to the Vice
1735 President and Dean of Student Life Office.
- 1736 c. Prior to the initiation of a formal grievance, faculty members are
1737 encouraged to consult with the Faculty Ombudsperson, who serves as a
1738 confidential, impartial, and independent resource to the faculty. The
1739 Faculty Ombudsperson may assist in clarifying issues, facilitating
1740 communication, and exploring appropriate avenues for reporting and
1741 resolution. Use of the Faculty Ombudsperson is voluntary and does not
1742 preclude the faculty member’s right to initiate a grievance as outlined
1743 below.
- 1744 d. To ensure that both the College and the individual filing the grievance are
1745 committed to the process, it is essential that the grievance is addressed
1746 solely through the procedures established in this policy. If the individual
1747 seeks to resolve the issue through any other forum (i.e., legal proceeding, a
1748 complaint to a government or accreditation agency, etc.), the grievance
1749 shall be placed in abeyance until the external process has been resolved or
1750 concluded.
- 1751 e. The Appeals Committee is charged with reviewing the merits of the
1752 grievance and reporting its findings of fact and recommendations, normally
1753 within sixty calendar days of receipt of the grievance petition.
- 1754 f. Time frames and procedures set forth in this policy are intended by the
1755 College to be followed in all instances. Nevertheless, extraordinary
1756 circumstances may occur in which variation is necessary. The Provost and
1757 Dean and the President may grant requests for such variances from the
1758 Chair of the Appeals Committee or any party to the grievance.
- 1759 2. **Initiating a Grievance:** A faculty member must initiate a grievance by notifying
1760 the Chair of the Appeals Committee within 30 calendar days of the
1761 circumstances or events giving rise to the grievance.
- 1762 a. A written petition must be submitted to the Chair of the Appeals

1763 Committee, the Provost and Dean, and the President, detailing the nature
1764 of the grievance, the identity of the parties involved, witnesses, relevant
1765 dates, and supporting documentation.

1766 b. The chair calls a meeting of the members of the Appeals Committee to
1767 discuss the faculty member's petition. If in the judgment of the committee
1768 (by majority vote) any member has a conflict of interest, then that person is
1769 disqualified from participating in that appeal. The committee may proceed
1770 if at least five faculty remain. Otherwise, additional members must be
1771 appointed by the Nominating Committee from its roster of eligible persons.

1772 c. The committee then decides by majority vote whether to accept the
1773 grievance. This is done within one week of having received the faculty
1774 member's written request. If additional members must first be appointed
1775 an additional week may be taken.

1776 d. If the Committee determines the grievance is untimely or outside the scope
1777 of this process, it shall notify the grieving party, the Provost and Dean, and
1778 the President in writing with an explanation. No further action will be
1779 taken. If the grievance raises issues outside the scope of this process, the
1780 Chair shall refer the matter to the appropriate College official.

1781 **3. Mediation:**

1782 a. If a grievance is deemed timely and appropriate, the Appeals Committee
1783 shall determine whether to refer the matter to mediation.

1784 b. If the matter is referred to mediation, the Chair of the Appeals Committee
1785 shall notify all parties, the Provost and Dean, and the President within
1786 fourteen calendar days of receiving the petition.

1787 c. Mediation is voluntary and confidential. Any party may request to stop the
1788 process at any time.

1789 d. The mediator has discretion to determine the mediation process. Unless
1790 extended by mutual agreement, mediation efforts shall not exceed
1791 fourteen calendar days.

1792 e. If a resolution is reached, the mediator shall prepare a written summary for
1793 signature by the parties and notify the Appeals Committee that the
1794 grievance has been resolved. The mediator shall send signed copies to the
1795 parties, the Provost and Dean, and the President.

1796 f. If mediation is deemed unproductive or unsuccessful, or if it is terminated
1797 by any party, the petition shall proceed to investigation.

- 1798 **4. Appeals Committee Process:**
- 1799 a. The Appeals Committee requests relevant information.
- 1800 b. If mediation is unsuccessful or not recommended, the Appeals Committee
1801 shall notify the parties involved and request written responses within
1802 fourteen calendar days. Responses may include witness names and
1803 documentation.
- 1804 c. The Appeals Committee may base its decision on written submissions or
1805 seek further information. The burden of proof shall be as follows:
- 1806 i. Minor Sanctions: The College bears the burden of demonstrating by a
1807 preponderance of the evidence that just cause existed for the minor
1808 sanction imposed.
- 1809 ii. Academic Freedom Violations: The grievant bears the burden of
1810 demonstrating by a preponderance of the evidence that their academic
1811 freedom rights have been violated by the College.
- 1812 iii. Breach of Faculty Handbook: The grievant bears the burden of
1813 demonstrating by a preponderance of the evidence that a specific
1814 provision of the Faculty Handbook was violated and that the violation
1815 adversely affected the grievant's employment, working conditions, or
1816 professional standing.
- 1817 d. The Appeals Committee may meet alone or with relevant parties and may
1818 seek evidence in any form it deems appropriate, including hearings.
- 1819 e. A party attending a hearing may have a faculty or staff advisor present.
- 1820 f. Hearings are closed to all except the Appeals Committee, the parties, their
1821 advisors, and those specifically invited by the Chair of the Appeals
1822 Committee.
- 1823 g. Only the Appeals Committee may question participants.
- 1824 **5. Appeals Committee Report:**
- 1825 a. The Appeals Committee will make every effort to complete its report within
1826 a month, which shall be submitted to the parties, the Provost and Dean,
1827 and the President.
- 1828 b. The Appeals Committee report shall list reviewed documents, meeting and
1829 hearing dates, interviewees, findings of fact, and any recommendations for
1830 further action.
- 1831 c. If the parties reached a resolution, the report shall include a summary of
1832 the agreement.
- 1833 **6. Further Action:**
- 1834 a. The Provost and Dean shall review the report and issue a recommendation

1835 to the President for final resolution of the grievance within seven calendar
1836 days of receiving the report.

1837 b. Copies of the Provost and Dean’s recommendation shall be provided to the
1838 parties and the Appeals Committee.

1839 c. The President shall make a decision within 14 calendar days of receiving the
1840 Provost and Dean’s recommendation. If the President's decision departs
1841 from the recommendation of the Appeals Committee, the President shall
1842 provide written reasons for the departure to the parties and the Appeals
1843 Committee. The Appeals Committee shall then have seven calendar days to
1844 submit a written response to the President before the decision takes effect.
1845 The President shall consider the Appeals Committee's response and issue a
1846 written decision within seven calendar days of receiving it. Except as
1847 outlined in paragraph (d) below, the President’s decision shall be final.

1848 d. In grievances alleging a violation of academic freedom, the faculty member
1849 may, by written request submitted to the Chair of the Board of Trustees
1850 within seven calendar days of receiving the President's decision, request
1851 that the President transmit the record of the case to the Board of Trustees.
1852 If the faculty member does not submit a timely request, the President's
1853 decision shall be final and the faculty member will have forfeited all rights
1854 to further appeal.

1855 i. The Board of Trustee's review will be based on the record of the Appeals
1856 Committee proceeding, and it will provide opportunity for argument,
1857 oral or written or both, by the parties or their representatives.

1858 ii. The Board of Trustees will either sustain the President's decision or
1859 return the matter to the Appeals Committee with specific objections for
1860 reconsideration. The Board of Trustees will make a final decision after
1861 study of the committee's reconsideration.

1862 **7. Special Circumstances:**

1863 a. If the Provost and Dean is a party to the grievance, the President shall fulfill
1864 the Provost and Dean’s responsibilities as related to this process. In such
1865 cases, appeals may be made to the Chair of the Board of Trustees, who
1866 shall render a final decision.

1867 b. If the President is a party to the grievance, the Chair of the Board of
1868 Trustees shall assume all responsibilities otherwise assigned to the Provost
1869 and Dean or President as related to this process. In such cases, the Appeals
1870 Committee shall submit its report only to the parties and the Chair of the
1871 Board of Trustees.

1872 **D. Faculty Conflict of Interests**

- 1873 Faculty are obligated to abide by the College’s Conflicts of Interest, Outside Employment,
1874 Gifts and Gratuities Policy in the Employee Handbook, as well as the *Financial Conflict of*
1875 *Interest in Research Policy* in the Campus Policies Manual.
- 1876 Examples of faculty-specific activities that may give rise to an actual or apparent conflict of
1877 interest in violation of the College Conflicts of Interest, Outside Employment, Gifts and
1878 Gratuities Policy may include, but are not limited to:
- 1879 1. Having academic authority over, supervising, or participating in decisions (including
1880 serving on a search committee or participating in employment decisions) affecting a
1881 family member or household member.
 - 1882 2. Casting a vote in a committee deliberation regarding proposals or actions that would
1883 lead to a direct personal benefit (e.g., awarding faculty research funds or
1884 recommending a sabbatical leave for oneself).
 - 1885 3. Casting a vote in a committee deliberation that would directly benefit oneself.
 - 1886 4. Accepting personal remuneration for consulting services while representing the
1887 College in an official capacity, as opposed to acting as an independent contractor
1888 providing services.
 - 1889 5. Employing students without recompense of salary or academic credit for work on
1890 behalf of the faculty member or an outside agency.
 - 1891 6. Using the College’s name, facilities, or equipment for personal purposes, for
1892 personal remuneration, or private gain.
 - 1893 7. Purchasing major equipment, instruments, or supplies with College funds from a
1894 firm with which a faculty member, a member of the faculty member’s household, or
1895 a close personal friend is affiliated or from which one of these individuals receives
1896 personal benefits or rewards, including externally awarded grant money.
- 1897 Faculty are expected to consult with the Provost and Dean or Human Resource Services when
1898 such situations arise.

1899 **E. Honesty in Academic Research**

1900 Dickinson College expects its faculty to adhere to the highest ethical and professional
1901 standards in the conduct and management of research. The College maintains uniform
1902 policies and procedures for investigating and reporting instances of alleged or apparent
1903 misconduct involved in research. The College expects all persons conducting research will
1904 avoid fabrication, falsification, plagiarism or other practices that undermine the integrity of
1905 an academic institution. Honest error or differences of opinion in the evaluation or
1906 interpretation of research is not misconduct. Any person whose research is supported by
1907 funding either from external sources or from the College is responsible for compliance with
1908 College policies and with federal regulations where appropriate in the disposition of funds.

1909 **Resolution Procedures**

1910 Allegations of fraud or misconduct in research must be reported to the Senior Associate
1911 Provost for Academic Affairs, who shall protect, to the maximum extent possible, the
1912 privacy of all affected persons. The Senior Associate Provost for Academic Affairs will
1913 immediately inform the faculty member involved of the specifics of the charge and will then
1914 conduct an informal investigation to be completed within two months of its initiation. The
1915 Senior Associate Provost for Academic Affairs will prepare a written report, indicating what
1916 evidence was reviewed, summarizing relevant interviews, and setting out the conclusion of
1917 the inquiry.

1918 The faculty member against whom the allegation was made shall be provided with a copy of
1919 this report and the opportunity to submit comments which will be made part of the record.
1920 The report and the response will be submitted to the Provost and Dean who, after
1921 consultation with the Faculty Personnel Committee, will decide whether or not to proceed
1922 to a formal investigation. If that is not warranted, sufficient documentation to permit later
1923 assessment of the reasons for this conclusion shall be retained for at least three years.

1924 If a formal investigation is called for, the Provost and Dean, within one month of the
1925 completion of the informal investigation, shall appoint an *ad hoc* committee for this
1926 purpose, and shall inform the accused faculty member of the committee's membership and
1927 its specific charge. The committee will include two faculty members from departments
1928 other than that of the individual against whom the allegation has been made and one from
1929 that person's department. If it is deemed advisable, one of the non-department members
1930 of the *ad hoc* committee may be an individual with relevant expertise and high professional
1931 standing from beyond Dickinson. Neither members of the Faculty Personnel Committee nor
1932 the Appeals Committee are eligible to serve on this committee; the Provost and Dean will
1933 sit without vote on the committee.

1934 The *ad hoc* committee's investigation will normally be assisted by a representative of
1935 General Counsel, be concluded within four months, and include examination and
1936 assessment of all relevant documentation, including research data, proposals, and

1937 correspondence. Whenever possible, interviews shall be conducted with all individuals who
1938 may have significant information bearing on the investigation. When required by an
1939 external funding source, summaries of these interviews, certified as accurate by the parties
1940 involved, shall be entered into the record and provided to the required parties. The faculty
1941 member shall have an opportunity to comment, both orally and in writing, to the *ad hoc*
1942 committee on its tentative findings before it makes its final report.

1943 A formal report of the investigation will be made to the Provost and Dean and to the Faculty
1944 Personnel Committee. If the *ad hoc* committee finds the allegation of misconduct
1945 substantiated, the Faculty Personnel Committee will decide which action to take in
1946 accordance with Section XIII.E.

1947 Throughout the course of these proceedings, the Senior Associate Provost for Academic
1948 Affairs will be responsible for providing appropriate information to the officers of any
1949 federal, state or private agency which may be involved in support of the research in
1950 question, following the guidelines for such reporting that may be specified by the agency.
1951 All efforts will be made to preserve the confidentiality of all proceedings until any report
1952 imposed by law and by sound practice must be made. Should the faculty member against
1953 whom the allegations were made request it, however, a statement of the results of the
1954 investigation will be made public. It is inappropriate for anyone involved in these internal
1955 College proceedings to be represented by legal counsel.

1956 Allegations of fraud or misconduct in scholarly research undertaken by administrators will
1957 follow the same procedures except that the *ad hoc* committee undertaking the formal
1958 investigation will include one administrator similarly classified.

1959 **F. Extra-College Employment**

1960 Appointment as a full-time faculty member at the College presumes that employment for
1961 remuneration outside of the College during the academic year shall not be undertaken
1962 without the prior approval of the faculty member's Department Chair and the Provost and
1963 Dean. Lectures, consultancies, and other professional activities of limited duration are
1964 exempted from this need for approval unless they conflict with the College's mission,
1965 policies, or otherwise interfere with the faculty member's ability to fulfill their contractual
1966 responsibilities.

1967 **G. Sexual or Other Intimate Relationships with Students**

1968 Sexual or other intimate relationships between employers, supervisors, professors,
1969 coaches, advisors, or other College employees and students are prohibited. Faculty,
1970 administrators, and others who educate, supervise, evaluate, employ, counsel, coach or
1971 otherwise guide students should understand the fundamentally asymmetrical nature of
1972 the relationship they have with students or subordinates. Additional information on this
1973 topic is found in the College's *Sexual Harassment and Misconduct Policy*.

1974 **H. Compliance with Laws and College Policies**

1975 Faculty are guided by the mission of Dickinson College and are responsible for knowing and
1976 abiding by College and department policies and procedures applicable to them, as well as
1977 applicable laws and applicable disciplinary licensure and ethical standards. College-level
1978 employee and campus community policies and procedures, can be found in the Employee
1979 Handbook, the Campus Policies Manual, and on other official College websites. In the event
1980 there is a conflict between employee and campus community policy and the Faculty
1981 Handbook, the Faculty Handbook shall take precedence.

1982 **I. Confidentiality**

1983 In their various instructional roles (e.g., as instructors and advisers), faculty and
1984 instructional personnel shall exercise reasonable judgment in honoring the confidentiality of
1985 information shared and used. As professionals, they are expected to keep informed as to
1986 the limits and provisions of confidentiality regarding information and activities with which
1987 they have contact, including but not limited to adhering to applicable laws and College
1988 policies addressing confidentiality (e.g., FERPA, Responsible Use of Information Technology
1989 Resources, etc.).

1990 In addition, the consideration and evaluation of a faculty member's performance are
1991 considered by the College to be a confidential personnel matter. All discussions, reports,
1992 and recommendations shall be kept confidential to the extent permitted by law. Only
1993 designated evaluators (e.g., Department Chairs, peer evaluators, Faculty Personnel
1994 Committee members, Provost and Dean, President, Trustees, etc.) may participate in or
1995 observe deliberations or have access to the faculty evaluation materials (except that
1996 designated staff within Academic Affairs and the Office of Analytics and Institutional
1997 Research may have access under conditions that assure confidentiality).

1998 **VII. Faculty Responsibilities**

1999 Faculty responsibilities at Dickinson College encompass, as applicable to the faculty member's
2000 appointment series, effective teaching and academic advising (Sections VII.A and B), an active
2001 program of scholarly activity and achievement (Section VII.C), contributions to the governance
2002 and overall academic well-being of the College through professional service (Section VII.D), and
2003 attendance at Faculty Meetings (Section VII.E).

2004 General responsibilities based on appointment type are as follows:

- 2005 • **Tenure-line faculty** are responsible for effective teaching and academic advising;
2006 engaging actively and productively in professional scholarly activity and achievement;
2007 and contributing meaningfully to the governance and academic life of the College
2008 through service.
- 2009 • **Lecturer-series faculty** are responsible for effective teaching and academic advising and
2010 for contributing meaningfully to the governance and academic life of the College
2011 through service; an active program of scholarly activity and achievement is not a
2012 required component of their evaluation.
- 2013 • **Adjunct and Visiting faculty** are expected to teach effectively, with any additional
2014 responsibilities defined in their appointment letters.

2015 A faculty member's appointment letter may specify any variations from the standard
2016 responsibilities outlined in this section. The criteria and processes used to evaluate the
2017 effectiveness and fulfillment of these responsibilities are described in Section VII, VIII, and IX,
2018 respectively.

2019 **A. Teaching Responsibilities**

2020 Tenure-line, lecturer, and visiting-series faculty at Dickinson are responsible for
2021 implementing the curriculum and co-curriculum they have approved by actions of the
2022 Faculty Meeting. Assignments must be such that the courses comprising programs and
2023 majors for which the department is responsible in whole or part are in fact taught regularly,
2024 and all related obligations set forth in the subsections below are met in good faith. The
2025 chair of a department has the authority to assign responsibilities, including specific courses,
2026 to colleagues in order to meet those objectives; this must involve consultation with those
2027 persons, with every effort made to secure everyone's consent.

2028 **1. Normal Classroom Teaching Responsibilities**

2029 Normally, a full-time tenure-line faculty member teaches five courses per year, including
2030 at least two different preparations. These responsibilities are typically apportioned as
2031 three courses in one semester and two in the other; either as a 3–2 or 2–3 distribution
2032 based on the department's curricular needs (see Section VII.A.5 below).

2033 Faculty in the lecturer-series normally teach six courses per year, including at least two
2034 different preparations. These responsibilities are typically apportioned as three courses
2035 in one semester and three courses in the other.

2036 Visiting faculty teach courses determined by the nature of their individual
2037 appointments.

2038 In the spirit of equitable distribution of teaching responsibilities, in cases where a faculty
2039 member is teaching a course with consistently small enrollment, the faculty member
2040 may be required by the Provost and Dean, after consulting with the Faculty Personnel
2041 Committee and the Department Chair, to accept additional teaching and/or advising
2042 responsibilities.

2043 **2. Course Equivalencies**

2044 In recognition that not all instructional responsibilities are measured solely by credit
2045 hours or contact hours, the Provost and Dean, in consultation with the Academic
2046 Program and Standards Committee, may assign course equivalencies for certain types of
2047 instructional or academic activities. Instructional or academic activities that may be
2048 granted course equivalency include, but are not limited to laboratory, studio,
2049 performance, or practicum instruction that extends beyond the standard contact hours
2050 of a course.

2051 **3. Advising**

2052 All tenure-line and lecturer-series faculty are expected to advise some of the majors in
2053 their department, as well as undeclared students. Each department has its own policies
2054 for how this is determined, but the distribution of students should be equitable and not
2055 based solely on student preferences. First-year faculty are not permitted to accept any
2056 formal advising responsibilities, except in unusual circumstances approved by their
2057 department.

2058 **4. Honors, Independent Studies, Independent Research, and Collaborative Research**

2059 Tenure-line-series faculty are expected to advise students engaged in these activities.
2060 Approval for doing so often involves department consent. Lecturer-series faculty may,
2061 but are not obligated to, advise students engaged in these activities. It is inadvisable for
2062 any faculty member to be involved with more than three different projects at a time.

2063 **5. Reductions in Teaching Responsibilities**

2064 Reductions in the classroom teaching responsibilities for whatever reason—e.g.,
2065 because of administrative responsibilities such as being a Department Chair, engaging in
2066 a grant or contract-supported scholarship, or service activity, etc.—require prior

2067 approval from the Provost and Dean in consultation with the Faculty Personnel
2068 Committee.

2069 **6. Overload Assignments**

2070 With the approval of the Provost and Dean, in consultation with the Faculty Personnel
2071 Committee and Department Chair, a faculty member may agree to teach an additional
2072 course to meet department needs. If an additional course is approved, the faculty
2073 member will be compensated at the current adjunct rate or may opt for a course
2074 release in another semester. The acceptance of an additional course by a faculty
2075 member does not usually diminish or reduce the faculty member's assigned or expected
2076 advising, scholarship (if applicable), and service work.

2077 **7. Balanced Teaching Across the Curriculum and First-Year Seminar**

2078 As a reflection of the College's commitment to excellence in teaching, tenure-line-series
2079 faculty are expected to routinely teach courses at every level of the curriculum from
2080 introductory to the most advanced. Lecturer, visiting, and adjunct-series faculty may
2081 teach courses at every level of the curriculum from introductory to the most advanced
2082 as appropriate to their academic qualifications and experience.

2083 In addition to the above, every department is required to contribute faculty to teach in
2084 the First-Year Seminar program. Exceptions must be approved by the Academic Program
2085 and Standards Committee. Tenure-track faculty and lecturers will teach a First-Year
2086 Seminar at least once before the tenure or promotion review, and senior faculty will
2087 teach at least once per periodic review cycle. Typically, the seminar instructor is also
2088 advisor to those students until they have declared their major. It is possible, however, to
2089 teach a seminar without advising and to advise undeclared students without teaching a
2090 seminar. Both of these responsibilities may involve required training and information
2091 sessions.

2092 **8. Team Teaching**

2093 The College values team-taught courses. Such courses are approved through the
2094 Committee on Academic Program and Standards and developed in consultation with the
2095 Department Chair(s).

- 2096 a. Each instructor is expected to collaborate in the design of the course, participate
2097 in the equitable delivery of instruction, and share in assessing and evaluating
2098 student work.
- 2099 b. In considering requests for team-taught courses, the Committee on Academic
2100 Program and Standards will balance the pedagogical innovation that team
2101 teaching affords with the distribution of enrollments, faculty members' teaching
2102 loads, and curricular demands and requirements.

2103 c. The exact number of assigned teaching credits to each course instructor of
2104 record will be determined by the Provost and Dean in consultation with the
2105 Committee on Academic Program and Standards and the Department Chair(s).

2106 **B. Course Responsibilities**

2107 **1. Rights and Freedoms of Students**

2108 Students are free to take reasoned exception to the data or views offered in any course
2109 of study and to reserve judgment about matters of opinion. (AAUP, *Joint Statement on*
2110 *Rights and Freedoms of Students*, 1967)

2111 **2. Time-Slots**

2112 Courses are offered at time-slots within a weekly calendar approved by the Faculty
2113 Meeting upon recommendation of the Academic Program and Standards Committee.
2114 Each department is responsible for determining the distribution of its courses within
2115 that schedule, with the chair having the final authority to decide when, after
2116 consultation with department colleagues, no consensus has been reached. The
2117 Registrar, however, in consultation with the Department Chair and the Provost and
2118 Dean, may alter the department's schedule when required to provide an overall
2119 distribution of courses that minimizes enrollment conflicts.

2120 **3. Class Meetings**

2121 Classes are to be held in person at the hours and in the classrooms scheduled by the
2122 Registrar. In-person assessments must be given during these scheduled times except for
2123 the Final Examination each semester, for which a special day and time are established.
2124 Assignments may be made involving expected attendance at out-of-class events, but
2125 these cannot be required if they conflict with a student's other regularly scheduled
2126 courses and co-curricular times. Exceptions must be approved in advance by the
2127 Committee on Academic Program and Standards.

2128 **4. Teaching Expectations**

2129 Those teaching a class are expected to meet their class for the specified number of
2130 hours each semester. Absences due to illness, other significant life events, or to attend
2131 professional meetings are acceptable. Faculty should work with their colleagues or
2132 consider alternate in-person instructional opportunities, a makeup meeting, or some
2133 other suitable alternative if they are unable to attend class on a given day.

2134 For absences of more than one week, faculty members must notify the Department
2135 Chair as far in advance as possible. This communication will allow the faculty member to

2136 work with the Department Chair to formulate a plan to minimize disruptions to student
2137 learning.

2138 If a faculty member is absent due to a medical condition or another circumstance that
2139 may qualify under the Family and Medical Leave Act (FMLA)—such as the need to care
2140 for a family member with a serious health condition, the birth or adoption of a child, or
2141 a qualifying exigency related to military service—Human Resources Services should be
2142 consulted to determine whether the absence may qualify for Family and Medical Leave
2143 protections, short-term disability benefits, or other appropriate College leave.

2144 Consistent with the College’s commitment to providing students with an in-person
2145 residential experience, in-person teaching is an essential function of every faculty
2146 position and the expected norm. Exceptions to this norm should generally be based on
2147 curricular/pedagogical benefits to the students, departmental/programmatic needs, or
2148 unique learning opportunities. In addition, course instructors may occasionally require
2149 flexibility to participate in professional activities or to meet unplanned events such as
2150 inclement weather, a significant number of student illnesses, faculty illness, and faculty
2151 family needs. The guidelines below provide clarity regarding remote or other modified
2152 instructional methods:

- 2153 a. Course designs that rely on remote technologies or other modified instructional
2154 methods as the primary mode of student interaction for more than one
2155 cumulative week in a semester require advance approval by the Provost and
2156 Dean, in consultation with the Department Chair and the Academic Program and
2157 Standards Committee.
- 2158 b. Short-term exceptions may be made for scheduled field trips or other course-
2159 related excursions, attendance at professional meetings, or unplanned events
2160 such as inclement weather, widespread student illness, faculty illness, or urgent
2161 family obligations. In such cases, the instructor must:
- 2162 i) Use a College-approved information technology platform to minimize barriers
2163 to student participation.
- 2164 ii) Consult with the Department Chair before shifting any course away from in-
2165 person instruction for more than one cumulative week in a semester.
- 2166 c. The Provost and Dean of College, in consultation with the President and senior
2167 staff, may also approve campus-wide temporary modifications to in-person
2168 teaching requirements when local or national conditions render on-campus
2169 instruction unsafe.
- 2170 d. The use of alternative instructional methods approved as a reasonable
2171 accommodation under the Americans with Disabilities Act (ADA) is exempt from
2172 these approval requirements; faculty seeking such an accommodation should
2173 contact Human Resources.

2174 **5. Course Syllabus**

2175 Course instructors shall distribute a written syllabus to students (electronic distribution
2176 encouraged) no later than the first Friday of the semester, which shall contain at a
2177 minimum the following:

- 2178 a. A course description.
- 2179 b. Instructor contact information and office hours.
- 2180 c. A reasonable indication of the intent and scope of the course, learning
2181 outcomes, expectations for class preparation (reading assignments, field trips,
2182 film viewing, special lectures, and other forms of out-of-class work), the
2183 attendance policy, and, where relevant, the role of student assistants.
- 2184 d. A reasonable indication of the work expected of the student — papers, exams,
2185 quizzes, presentations, lab reports, projects, etc. — and how it will figure in the
2186 final grade.
- 2187 e. Ideally, the due dates of the work expected of the student. If this is not possible
2188 or appropriate, students must be given reasonable advance notification of the
2189 due dates of major papers and tests. Due dates are especially important.
- 2190 f. Required course materials.
- 2191 g. The *Statement on Academic Misconduct* in the [Community Standards](#).
- 2192 h. A disability accommodations statement.
- 2193 i. A statement about the use of generative artificial intelligence in the course.

2194 **6. Ordering Textbooks and Course Materials**

2195 Course material adoption takes place through the College store. Faculty members shall
2196 provide text information to the College store in a timely manner in accordance with
2197 their procedures and published deadlines.

2198 **7. Office Hours**

2199 All members of the faculty are required to hold on-campus and in-person office hours
2200 for student use, at a variety of reasonable times throughout each week. This
2201 information shall be posted near the faculty member's office for the information of
2202 students. Unless emergencies prevent it, the scheduled hours should be kept. Office
2203 hour information must be included in course syllabi. Individual appointments with
2204 students outside of formal office hours may be fulfilled either in person or remotely.

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8. Grades

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The evaluation of a student's performance shall not reflect other factors than those directly concerned with the project or semester's work in question. Students should have protection through orderly procedures against prejudicial or capricious academic evaluation. (AAUP, *Joint Statement on Rights and Freedoms of Students*, 1967.)

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a. **Roll Call and Final Grades:** All instructors must submit Roll Call grades and final grades each semester by the deadline published by the Registrar.

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b. **Incomplete:** This may be reported only in cases in which acute health-related incidents or other serious emergency has prevented the student from completing the work. Procedures for filing an Incomplete are available on the Registrar's webpage.

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c. **Grade Change:** Once a grade has been submitted to the Registrar, it cannot be changed unless the instructor finds an error in computing or transmitting the grade. Reassessing or reweighting previous work, or including further work, is not an acceptable reason for changing the grade. All requests for grade changes must be submitted to the Office of the Provost and Dean for approval by no later than Roll Call of the subsequent semester.

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d. **Retaining Grade Information.** Accurate evaluation information consistent with standards established in one's syllabus shall be recorded by the instructor and that information retained for at least one year.

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e. **Leaving Dickinson.** Any instructor leaving the College is required to leave with the Department Chair, Academic Department Coordinator, or Provost and Dean an accurate, complete record of the method used in determining grades for all the courses taught in that faculty member's final year.

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9. Student Assistants

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The College assumes that, except in special situations approved by the Committee on Academic Program and Standards, all the responsibilities of instruction -- including lecturing, running laboratories, directing discussion sections, and grading examinations and papers -- will be carried out by the faculty member. Where use of student assistants is approved, these guidelines must be followed:

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a. It is inappropriate for student assistants to grade the work of other students. They may review unambiguous multiple-choice and short-phrase answer questions on quizzes or homework assignments and may provide written feedback under the guidance of the course instructor. The instructor is responsible for the accuracy of this, however, and for clearly indicating to students that the student assistant is not making any evaluative judgments. Examinations and papers of any sort may only be evaluated by the instructor.

- 2242 b. In all courses where student assistants are employed, instructors will make it
2243 clear in the syllabus the nature and scope of the use of student assistants in the
2244 course.

2245 **10. Academic Dishonesty**

2246 Definitions of academic dishonesty, procedures for dealing with their detection, and
2247 sanctions when someone is found guilty of either, are established by the Academic
2248 Program and Standards Committee and provided in the [Community Standards](#). Charges
2249 of academic dishonesty are to be dealt with through the judicial process; they are not to
2250 be resolved by the individual instructor. Informal discussion with the Department Chair
2251 and/or with the Senior Associate Provost of Academic Affairs is advised as the first step
2252 when cheating or plagiarism is suspected in a course.

2253 **11. Final Exam Period**

2254 The following regulations govern the administration and scheduling of final
2255 examinations, final papers, and other culminating assessments during the official final
2256 exam period.

- 2257 a. Final tests, examinations (with the exception of laboratory finals) or other
2258 culminating assessments will not be given in the last five class days of the
2259 semester or during the reading period.
- 2260 b. Where a final examination is given as a "take-home" examination, it will be due
2261 at the time of the scheduled final examination for that course.
- 2262 c. When a final paper is assigned in lieu of an examination, it must be due at the
2263 time of the scheduled final examination for that course. During Spring semester,
2264 in those classes with second semester seniors enrolled, final papers in lieu of in-
2265 class exams may be due the Friday before senior grades are due or at the time of
2266 the scheduled final exam, whichever comes first.
- 2267 d. Individually-scheduled oral examinations may be arranged *ad lib*, but not so as to
2268 conflict with a student's regularly scheduled final examinations.
- 2269 e. All proctored final examinations (with the exception of laboratory examinations)
2270 will be given in the examination period at the time scheduled for the course by
2271 the Registrar.
- 2272 f. When a final examination is not accommodated in the regular examination
2273 schedule, the instructor of the course must schedule the examination in
2274 consultation with the Registrar's Office. The scheduling of such examinations
2275 must not force a student to take three examinations within 24 hours.
2276 Examinations added to the regular schedule may not take precedence over
2277 regularly scheduled examinations.

2278 **12. Student Course Feedback**

2279 A student feedback form approved by the Faculty Meeting is made available to students
2280 for the last two weeks of the semester. Instructors may choose the day they want their
2281 students to complete the feedback form and must allow adequate time at the beginning
2282 the class for the students to complete the form. The instructor must be absent from the
2283 classroom during the time students are completing the form. Student responses are
2284 made available to the instructor only after the Registrar's due date for all grades. Other
2285 individuals who have access to an instructor's feedback forms are their current
2286 department chair(s), the chair and current members of the Faculty Personnel
2287 Committee, the Associate Provost of Assessment and Strategic Priorities, and tenured
2288 faculty and senior lecturers (if applicable) of the review committee during the review
2289 process.

2290 **13. Student Academic Accommodations**

2291 Dickinson is committed to providing students who have disabilities with equal
2292 opportunity and access to its academic programs, services, activities, and learning.
2293 Access and Disability Services facilitates access and academic adjustments for eligible
2294 students and serves as a support and resources for faculty and administrators.

2295 Access and Disability Services is responsible for determining students' eligibility for
2296 reasonable accommodations and for coordinating their implementation, in accordance
2297 with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities
2298 Act. It is the responsibility of each faculty member to know, understand, and comply
2299 with the legal responsibilities of the College and with Access and Disability Services'
2300 protocols and guidelines regarding students with disabilities, and these can be found in
2301 the "Faculty Guidance and Resources" link on the Access and Disability Services'
2302 webpage (www.dickinson.edu/ADS).

2303 To ensure best practices, adherence to College policy, and legal compliance regarding
2304 equal access for students with disabilities, course instructors must:

- 2305 • Adhere to the College's guidelines regarding students with disabilities.
- 2306 • Engage with the student about how their Access and Disability Services-
2307 approved accommodations will be implemented in the instructor's course.
- 2308 • Provide Access and Disability Services-approved accommodations and academic
2309 adjustments in a timely manner.
- 2310 • Maintain appropriate confidentiality about all disability an accommodation-
2311 related information.
- 2312 • Evaluate students based on their abilities rather than the manifestations of their
2313 disabilities.

2314 Any instructor who has concerns about the feasibility of an accommodation or its impact
2315 on essential course requirements should contact Access and Disability Services
2316 immediately. The goal of any accommodation is to ensure access without altering the
2317 fundamental nature of the course.

2318 **14. Course Enrollment Thresholds and Caps**

2319 The Provost and Dean’s Office, in consultation with the Academic Program and
2320 Standards Committee, is responsible for setting enrollment minimums (thresholds) and
2321 maximums (caps) for each course section.

2322 The setting of enrollment minimums and maximums is based primarily on judgments
2323 regarding optimal conditions for education in that course and then secondarily on
2324 enrollment pressures from students. These judgments will vary from field to field and
2325 between upper and lower-level offerings and may include consideration of the following
2326 factors:

- 2327 • Pedagogical differences in course structure and delivery.
- 2328 • Historical and projected enrollment patterns.
- 2329 • Accreditation requirements.
- 2330 • Unique characteristics of the course.
- 2331 • Student progress toward graduation.
- 2332 • Faculty teaching load and capacity.
- 2333 • Classroom/lab capacity.

2334 See the guidelines in the Criteria for Assessing the Academic Program for additional
2335 information.

2336 When a course does not meet the established minimum enrollment threshold (exclusive
2337 of auditors), the Provost and Dean’s Office and the Registrar, in consultation with the
2338 Department Chair and course instructor, may elect to cancel the course.

2339 If a course is cancelled and the cancellation results in a faculty underload, the
2340 Department Chair, in consultation with the faculty member and departmental
2341 colleagues, will normally assign an alternative course within the same academic year. If
2342 reassignment is not feasible, other arrangements to address the shortfall may be made.
2343 The assignment of other responsibilities to address a shortfall shall involve consultation
2344 between the Provost and Dean, the Department Chair, and the affected faculty
2345 member.

2346 **C. Scholarly Activity and Achievement Responsibilities**

2347 Faculty members appointed to the tenure-line series are expected to maintain an active
2348 program of scholarly activity and achievement that is appropriate to their discipline or
2349 interdisciplinary field, as well as their appointment rank. This ongoing engagement enables
2350 continued growth as scholars or artists and allows them to stay informed about
2351 developments in their fields, maintain professional contacts with disciplinary peers, and
2352 bring relevant insight to their students. Faculty may engage in scholarly work independently
2353 or collaborate with colleagues or students. The College supports these efforts by providing
2354 various programs and opportunities for professional development. College-wide criteria for
2355 evaluating scholarly activities and achievement are detailed in VIII.B.2.

2356 **D. Professional Service**

2357 All tenure-line and lecturer series faculty, as well as other individuals assigned such duties
2358 per their appointment letter, are expected to contribute to the governance and general
2359 academic well-being of the College as part of their standard workload. Professional
2360 consulting and other services beyond Dickinson College, particularly when achieved by
2361 virtue of one's recognized distinction, are also prized and recognized. However, such
2362 activities beyond Dickinson alone cannot substitute for service contributions to the College.
2363 The criteria for evaluating professional service activities are detailed in VIII.B.3.

2364 **1. Service to the College**

2365 College service encompasses areas of faculty work that benefit the College beyond
2366 teaching and scholarship. Service may take varied forms—some standard and easily
2367 recognized, others unique, innovative, and less easily defined. However, effective
2368 participation and leadership in activities such as committees, curricular planning,
2369 advisory responsibilities to student organizations, and administrative tasks to both the
2370 department and College are expected. Work that supports diversity and inclusivity
2371 within the College through recruitment, retention, and mentoring of colleagues and
2372 students is highly valued. Moreover, special note is made of service as chair or leader for
2373 a department or program, committee, off-campus program, or the acceptance of some
2374 other equivalent special academic responsibility.

2375 **2. Service to the Profession**

2376 Service to the profession consists of contributions to the organizations or associations of
2377 the faculty member's academic discipline or the professoriate. Professional service may
2378 include, but is not limited to: holding office or some other position of responsibility in a
2379 state, regional, or national professional or disciplinary organization; serving as an
2380 evaluator, officer, or consultant for an accrediting body or as a member of a
2381 departmental evaluation team at another institution; serving as a member of a program

2382 committee or conference planning committee; or engaging in other forms of consulting
2383 in the service of one's discipline or professional community.

2384 **3. Service to the Community**

2385 Community service activities contribute to the public welfare outside the College.
2386 Examples of service to the community may include, but are not limited to: lectures,
2387 performances, panel discussions, membership on advisory boards or civic committees;
2388 involvement in community, political, charitable or religious organizations; services to
2389 non-profit bodies or to government. Service to the community must be connected to
2390 the candidate's areas of professional competence to be considered in evaluation for
2391 reappointment, tenure, and promotion.

2392 **E. Additional Attendance Responsibilities**

2393 **1. Faculty Meeting**

2394 Those with the right of voice and vote at the Faculty Meeting have the consequent
2395 responsibility to attend its regular and special meetings.

2396 **2. All-College Convocations**

2397 All faculty are strongly encouraged to participate in the Opening Convocation ceremony
2398 each fall and in the Commencement ceremony each spring. This includes taking part in
2399 the academic procession, dressed in appropriate academic regalia. This extends to
2400 special convocations as well (e.g., the inauguration of a new President).

2401 **VIII. Evaluation of Tenure-Line Faculty for Retention, Promotion, and Tenure**

2402 **A. Review Years**

2403 Tenure-line faculty are evaluated in accordance with the following schedule:

2404 There are three mandatory reviews for appointment renewal, known as the Year Two
2405 Review, the Year Four Review, and the Tenure Review. Normally, the Year Two Review takes
2406 place in the second year of employment, the Year Four Review takes place in the fourth
2407 year of employment, and the Tenure Review takes place in the sixth or seventh year of
2408 employment, with the seventh being the default. Each review is designed to be more
2409 thorough and more exacting than the previous one, with Year Seven being a review for
2410 tenure. The faculty member and the Department Chair are notified by the Provost and Dean
2411 of the upcoming review and the procedures to be followed.

2412 **Non-Promotion Reviews of Senior Faculty** typically occur once in each six-year cycle. The
2413 first review after tenure occurs in the sixth year and every six years thereafter.

2414 **Promotion to Full Professor Reviews** normally requires a minimum of six years of full-time
2415 service at Dickinson after tenure. Requests for earlier consideration may be made only in
2416 cases of exceptional performance in teaching, scholarship, and service. A faculty member
2417 considering promotion to full Professor is encouraged to discuss their candidacy with their
2418 Department Chair, the Chair of the Faculty Personnel Committee, and other departmental
2419 colleagues. They must alert the Faculty Personnel Committee of their intent to apply prior
2420 to the March 1 application deadline.

2421 **Tenure Consideration Prior to Year Seven** may occur under specified conditions (see
2422 III.C.1(d)).

2423

2424 **B. Evaluation Criteria**

2425 General criteria for individual professional achievement are stated below. These criteria will
2426 be used when considering whether a faculty member has met the College’s performance
2427 standards specified in Sections VIII.D and E as they relate to various reappointment, tenure,
2428 and promotion decisions.

2429 Teaching effectiveness is paramount. At the same time, a record of scholarly activity and
2430 achievement and effective professional service, appropriate to the faculty member’s career
2431 stage and consistent with the standards for reappointment, tenure, and promotion as
2432 applicable, is also expected. Achievements in any area, no matter how significant, cannot
2433 compensate for a failure to demonstrate achievement in the others.

2434 All faculty are expected to meet the applicable standards for reappointment, tenure, and
2435 promotions decisions as described by the evaluation criteria. In evaluations for contract
2436 renewal, promotion, and tenure, the quality of the faculty member's achievement is judged
2437 as informed by these criteria as applicable to the faculty member’s career stage and rank,
2438 supplemented by an assessment of that person's overall potential for future contributions
2439 and development.

2440 Because some areas of teaching, scholarly activities, and service are interrelated, some
2441 activities may span more than one area. In such cases, it is the responsibility of the faculty
2442 member to demonstrate why specific achievements should count towards the satisfaction
2443 of more than one category.

2444 **1. Teaching Effectiveness**

2445 A member of the Dickinson faculty is expected to be a capable teacher. This is shown by
2446 the ability to develop and implement courses which meet appropriate standards of
2447 pedagogic and scholarly excellence within either or both of two paradigms, one
2448 primarily disciplinary, the other primarily interdisciplinary.

2449 “Pedagogic excellence” is the ability to assist students in developing a basic
2450 understanding and overall comprehension of the subject matter and methods
2451 comprising the disciplinary or interdisciplinary area in which one teaches; to help them
2452 grasp how this relates to the wider experiences of life; to stimulate in them an
2453 appreciation of the importance of that academic area; and to inspire them with a love of
2454 learning in general.

2455 Academic advising, formal and informal, is an element in this process. An effective
2456 teacher is thoughtful and self-reflective regarding the design and purpose of the courses
2457 taught. This entails being active in the rethinking of old courses and curricular programs,
2458 and — as appropriate — the creation of new ones. This may occur either on campus or

2459 as a part of one's responsibilities for an off-campus or overseas program, at the level of
2460 either general education or the major.

2461 Pedagogic excellence may be demonstrated in various ways, including, but not limited
2462 to, the following key indicators of effective teaching:¹

- 2463 a. **Course Content and Organization:** Course content and activities are thoughtfully
2464 structured around well-defined and relevant student learning outcomes,
2465 ensuring clarity and purpose for all students. These goals are of high quality,
2466 clearly articulated, and meaningfully connected to broader program or curricular
2467 objectives. The course challenges students with innovative content that reflects
2468 current issues and developments in the field. Topics are well-integrated and
2469 aligned with student learning outcomes. Course materials are carefully selected
2470 to align with learning outcome objectives, incorporate diverse perspectives
2471 where relevant, and encourage meaningful reflection.
- 2472 b. **Teaching Practices:** The faculty member uses well-planned and effective
2473 teaching practices that support student learning. Courses are well-planned and
2474 integrated, and reflect commitment to providing meaningful assignments and
2475 assessments. Instruction is guided by inclusive and effective or innovative
2476 methods that support the learning of all students. Both in-class and out-of-class
2477 activities provide opportunities for practice and feedback on essential skills and
2478 concepts. Teaching strategies encourage active student engagement, fostering
2479 deeper understanding, and participation. Assessments and assignments are
2480 varied, allowing students to demonstrate their knowledge and competencies.
- 2481 c. **Class Climate:** The faculty member creates a motivating, open, and respectful
2482 class climate, fostering a sense of belonging and self-empowerment as learners.
- 2483 d. **Achievement of Learning Outcomes Appropriate to the Course:** Student
2484 learning is a central focus, with ongoing assessment informing instructional
2485 decisions and course design. Clear and well-defined standards for evaluating
2486 understanding are aligned with program, curriculum, and discipline expectations.
2487 Direct and indirect assessments may be used to gauge student progress toward
2488 desired and appropriate outcomes for the course, ensuring a comprehensive
2489 understanding of their achievement. The faculty member actively monitors
2490 student progress, identifying and addressing any gaps to ensure that all students
2491 receive the support they need to succeed.
- 2492 e. **Reflection and Iterative Growth:** Teaching evolves over time through ongoing
2493 reflection on student performance, feedback, and professional learning.
2494 Instructional approaches are regularly adjusted within and across semesters to

¹ Adopted in part on the University of Kansas' Benchmarks for Teaching Effectiveness: Follmer Greenhoot, A., Ward, D., Bernstein, D., Patterson, M. M., & Colyott, K. (2024;2020;2016). Benchmarks for Teaching Effectiveness (Revised 2024).

2495 enhance student success. Changes in teaching practices are informed by careful
2496 examination of student outcomes and are supported by professional
2497 development activities that strengthen pedagogical practice, ensuring that
2498 modifications lead to meaningful improvements. A continuous commitment to
2499 refining course design and instructional strategies supports greater consistency
2500 in student achievement and fosters long-term learning growth.

2501 f. **Mentoring and Advising:** When advising, the faculty member provides clear and
2502 accurate information about applicable curriculum requirements and academic
2503 policies published in the Bulletin, assists assigned students to shape and develop
2504 their academic and career goals, refers students to campus resources and
2505 assistance as needed, and provides accessible and inclusive guidance and
2506 support to advisees.

2507 Evidence supporting a faculty member’s effectiveness as a teacher and academic
2508 advisor may take many forms and should correspond to the types of practices described
2509 above. This evidence may include, but is not limited to, self-reflective statements of
2510 teaching and academic advising effectiveness (such as those included in Professional
2511 Activities Statements); course syllabi, assignments, assessments, or other teaching
2512 materials; examples of student learning; peer classroom observation reports; and
2513 student course feedback results.² The College recognizes that these examples do not
2514 exhaust the ways effective teaching and advising may be demonstrated, and candidates
2515 are encouraged to present additional forms of relevant evidence.

2516 **2. Scholarly Activity and Achievement**

2517 A member of the Dickinson faculty is expected to be involved actively and productively
2518 in professional scholarship. At times of evaluation, particular attention will be paid to
2519 the pattern of continuing scholarly activity and achievement. In informing the Faculty
2520 Personnel Committee of their scholarly activity and achievement, faculty members are
2521 responsible for conveying the level of peer-review, critique, or recognition by qualified
2522 professional peers and the specifics of their role in any collaborative work.

2523 a. “Scholarly activity” is a meaningful pattern of related professional involvements
2524 such as: research and experimentation; writing, analyzing or creating;

² Student course feedback, while imperfect, play a constructive role in helping faculty assess the effectiveness of their course designs and pedagogical approaches. When interpreted with care and used alongside other evidence of teaching effectiveness—such as peer observation and regular and ongoing review of course materials and pedagogies—student course feedback serves as a reference for assessing a faculty member’s overall teaching performance. Student course feedback, however, are not to be used in isolation when recommending or deciding reappointment, promotion, or tenure. Rather, evaluators must interpret trends across multiple courses and semesters when interpreting student course evaluations. Additionally, student course feedback must be contextualized within each faculty member’s teaching conditions—the faculty member’s department, whether the course is new or has been taught many times, the demographics of students enrolled in the course, etc.

2525 oral/informal presentation for peers; presentation at academic conferences;
2526 responsible roles in professional organizations; visiting professorships; invited
2527 lectures; applying for outside grants, fellowships, and patents; developing new
2528 fields of expertise; professional consulting; applied disciplinary work (e.g.,
2529 providing direct services relevant to one’s teaching responsibilities off-campus);
2530 creating and circulating knowledge to address issues of public concern, increase
2531 public knowledge, or contribute to the public good (i.e., public scholarship); and
2532 systemic inquiry into pedagogical practices and student learning outcomes which
2533 advances the practice of teaching.

2534 b. “Scholarly achievement” is the result of such activity as normally judged by peer
2535 review at publishing houses, journals, conferences, granting agencies, patent
2536 granting organizations, and their equivalent; or, in appropriate cases,
2537 composition, performance, gallery exhibition, and other works selected through
2538 competition and/or reviewed by off-campus, professional critics. In some fields,
2539 scholarly achievement may include original software, patented inventions,
2540 mathematical and scientific formulas, or digital scholarship involving emerging
2541 technologies or interactive works not suited to traditional print publication. A
2542 faculty member’s work may also result in the creation of new organizations,
2543 products, or services; collaborative and community engaged projects; or peer
2544 reviewed course or instructional materials derived from the systemic inquiry into
2545 pedagogical practices and student learning outcomes which advances the
2546 practice of teaching (i.e., scholarship of teaching and learning). Public facing
2547 scholarship should be recognized as part of a portfolio of scholarly achievement
2548 in non-promotion senior reviews and promotion to full professor reviews.

2549 Because expectations, challenges, peer review venues, and achievement for scholarly
2550 activity can vary considerably by discipline, the judgments of those involved in the
2551 evaluation of a faculty member’s scholarly activity and achievement must be informed
2552 by the advice of departmental or program colleagues (where applicable) and other
2553 knowledgeable peers, especially regarding such factors as disciplinary norms and other
2554 relevant conditions within the discipline or the department.

2555 Evidence of scholarly activity and achievement may be demonstrated through a variety
2556 of methods, including but not limited to self-reports of scholarly activity and
2557 achievements in Professional Activities Statements; listing of the product(s) or
2558 publication of one’s scholarly achievements in the curriculum vitae; evaluations by
2559 internal and external peers; documents evidencing the impact of scholarly activities and
2560 achievements in terms of depth, duration, and/or persistence of influence or use (e.g.,
2561 citations, adaptations or use by others, etc.), as well as its public and critical
2562 appreciation; and awards, grants, or commendations. The College recognizes that the
2563 above does not exhaust the ways scholarly activity and achievements manifest
2564 themselves and candidates may wish to present other evidence.

2565 **3. Professional Service**

2566 Effective service encompasses the dedication of time, skills, and effort to support the
2567 governance and general academic well-being of the College (see Section VII.D.1). Service
2568 to the profession (see Section VII.D.2) and disciplinary-related contributions to the
2569 community (see Section VII.D.3) are also valued and recognized by the College.
2570 However, these activities alone cannot substitute for service contributions to the
2571 department, inter-disciplinary program, and/or College.

2572 In the evaluation of service activities, the College considers both the scope and the
2573 quality of a faculty member's involvement. While participation in activities such as
2574 committees, curricular planning, advisory responsibilities to student organizations, and
2575 administrative tasks are expected, at both departmental/program and all-College levels,
2576 effective service requires evidence of specific, substantive contributions rather than
2577 general involvement. Moreover, the type and level at which service is performed should
2578 be commensurate with the rank of the faculty member, with the expectation that, as a
2579 faculty member rises in rank, the level at which service is performed is expected to rise.
2580 For example, the College expects that a faculty member's record of service will
2581 eventually incorporate participation and positions of leadership at various levels in the
2582 department, program, the overall College, or an external professional organization.
2583 Elected positions of major responsibility are viewed as evidence that a candidate's
2584 service has earned the esteem of the faculty member's colleagues.

2585 Evidence of service may be demonstrated through a variety of methods, including but
2586 not limited to self-reports of service activity in Professional Activities Statements;
2587 supporting materials, as appropriate to the type and impact of service provided; awards
2588 or commendations. The College recognizes that the above does not exhaust the ways
2589 effective service manifests itself and candidates may wish to present other evidence.

2590 **C. Institutional Considerations**

2591 While individual professional achievements are essential in retention and tenure decisions,
2592 such decisions must also involve consideration of the effect that action will have upon both
2593 the department involved and the faculty generally. Decisions to renew a contract or grant
2594 tenure represent long-continuing allocations of the instructional budget and a staff
2595 commitment to a given area of competence. They tend to inhibit the College's ability to
2596 respond easily to the ebb and flow of student course enrollments and to shifting curricular
2597 needs. Therefore, reappointment and tenure decisions are made not only on the basis of
2598 individual merit, but also in light of projected long-term curricular needs, expected
2599 retirements, and potential faculty departures.

2600 In evaluating institutional needs, the College considers a range of factors, including the
2601 following:

2602 1. The importance of maintaining a faculty that contains colleagues at various stages in
2603 their careers.

2604 2. The need for departments and programs to reflect the full range of basic
2605 undergraduate fields of study in the liberal arts, as traditionally defined and as
2606 organized into the divisions of humanities, social sciences, and natural sciences.
2607 Normally, a minimum of three faculty in each department is needed, in order to
2608 provide students a sufficient plurality of perspectives on the discipline and of styles
2609 in teaching.

2610 3. The necessity of sufficient flexibility in the distribution of faculty across disciplines to
2611 respond to shifting student interests and scholarly developments. Such
2612 responsiveness should be deliberate and informed. Flexibility is supported by the
2613 capacity to make new appointments to meet emerging needs and by tenuring
2614 faculty who are adaptable in their disciplinary and/or interdisciplinary approaches.

2615 When institutional needs play a significant role in reappointment decisions, tenure-track
2616 faculty whose contracts are not renewed will receive written notice regarding their
2617 status with respect to tenure in accordance with XIII.D.1, including the identification of
2618 any institutional considerations that may significantly influence the tenure decisions in
2619 Year Seven.

2620 **D. Policies and Standards for Contract Renewal, Tenure, and Promotion to Associate**
2621 **Professor**

2622 Evaluation procedures and standards governing the reappointment, tenure, and promotion
2623 of tenure-track faculty are set forth below. Evaluations fall into three broad categories:
2624 teaching effectiveness, scholarly activity and achievement, and service of a professional
2625 nature, with standards in each area evolving at different stages of the faculty member's
2626 appointment. In addition, candidates for reappointment, tenure, and promotion to
2627 Associate Professor are expected to demonstrate professional conduct consistent with the
2628 standards described in Section VI. Unless evidence to the contrary is presented in the
2629 evaluation file, it is assumed that the candidate is exhibiting conduct in accordance with
2630 professional standards.

2631 **1. Year Two**

2632 a. Standards:

2633 i. The general criteria for teaching effectiveness all apply. As challenges are
2634 often involved in adjusting to a new situation, emphasis is placed upon a
2635 faculty member's self-assessment in a Professional Activities Statement and
2636 reports of class visits by departmental peers, especially the Department
2637 Chair. Student feedback is helpful but often need to be carefully interpreted.
2638 Except for the first year, a tenure-track faculty member is not expected to
2639 develop more than two new courses in a given year. First-year faculty are
2640 exempt from advising.

2641 ii. Most effort will be invested in course preparation, but there should also be
2642 clear evidence of scholarly activity (as defined in the general criteria for
2643 scholarship) that shows progress toward achievement evaluated by peers.

2644 iii. Reasonable departmental responsibilities should have been accepted.
2645 Normally, service at the College-wide level is not expected. (Note: faculty at
2646 this stage are excluded from serving as Department Chair or its equivalent, or
2647 from serving as chair of any of the committees listed in Chapter Three.)

2648 b. Policy: Faculty will be renewed who are judged to have met these standards and
2649 to have shown promise of future continued growth, or whose deficiencies are
2650 judged to be such that there is a reasonable expectation that by the Year Four
2651 evaluation, the person will be able to meet the standards for Year Four.

2652 Faculty will not be renewed who are judged to be clearly deficient in these areas,
2653 or whose current achievement does not show promise of future growth.

2654 Institutional considerations (see Section VIII.C) may also provide grounds for
2655 non-renewal. An effort shall be made at this time to identify any institutional

2656 considerations that might in the future bear, positively or negatively, upon the
2657 College's decision.

2658 **2. Year Four**

2659 a. Standards:

- 2660 i. Evidence of continued growth in the quality of teaching should be
2661 substantiated in all the areas listed in Section VIII.B above, and at both
2662 introductory and advanced course levels. Formal measures of this -- student
2663 feedback, self-assessment in Professional Activities Statements, reports on
2664 class visits by peers -- should be available. A faculty member at this stage is
2665 not expected to develop more than two new courses in a given year.
- 2666 ii. Scholarly activity, as defined in the general statement, should continue, with
2667 a growing presence of peer involvement and review. Some tangible evidence
2668 of scholarly achievement, as defined in the general statement, is expected.
2669 The quantity and timing of scholarly or creative achievement should assure
2670 the College that the faculty member's efforts are continuous and progressive.
- 2671 iii. Service to the College should include increased departmental responsibilities.
2672 A faculty member is eligible for elected or appointed committee service;
2673 there is no penalty for failing to be elected or appointed to a committee, but
2674 in such case other forms of service to the College should be in evidence.
2675 (Note: faculty at this stage are excluded from serving as Department Chair or
2676 its equivalent, or from serving as chair of any of the committees listed in
2677 Chapter Three.)

- 2678 b. Policy: Faculty are expected to meet all the above standards for reappointment
2679 within an overall framework of professional accomplishment that has coherence
2680 and direction. If deficiencies were identified at the Year Two evaluation, they
2681 should have been overcome or reasonable progress made in doing so, and no
2682 other problems of similar importance discovered. Faculty who are judged to
2683 have met these standards will be reappointed.

2684 Faculty who do not meet the above standards will not be reappointed. If there is
2685 reasonable ambiguity in the judgment that a faculty member is deficient in
2686 meeting the stated standards, and it is thought that despite these concerns the
2687 person is nonetheless likely to meet the Year Seven standards by the time of the
2688 Year Seven evaluation, reappointment is possible. In exceptional cases, a tenure-
2689 track faculty member with clear deficiencies in either teaching or scholarship but
2690 with significant achievement in the other may be reappointed, but only if it is
2691 decided that progress has already been made in overcoming that deficiency.

2692 Institutional considerations (see VIII.C) may also be grounds for non-renewal. A
2693 special effort should be made to identify any institutional considerations that

2694 might become a factor by Year Seven and to take them into account in the Year
2695 Four evaluation. All matters related to tenure-track status and promotion
2696 eligibility must be clarified at this time.

2697 **3. Tenure**

2698 The awarding of tenure at Dickinson is a formal agreement between a faculty member
2699 and the College that grants continued appointment and protects academic freedom,
2700 subject to the conditions specified in this Handbook. By safeguarding the freedom to
2701 pursue inquiry, express ideas openly, and engage in scholarly work, tenure advances the
2702 College’s mission and its commitment to the highest intellectual standards and the
2703 liberal arts tradition.

2704 While continued appointment and academic freedom are its most visible features,
2705 tenure also entails a reciprocal commitment. In accepting tenure, a faculty member
2706 affirms a dedication to the mission of the College and agrees to sustain the quality and
2707 promise of professional achievement present at the time of tenure, extending and
2708 deepening them in appropriate and noticeable ways.

2709 a. Standards:

2710 i. Teaching should be of high quality, the promise of earlier years increasingly
2711 translated into achievement. Formal measures of quality (as indicated for
2712 Year Four and Section VIII.E) should provide consistent evidence that the
2713 faculty member has met or exceeded the general criteria for teaching
2714 effectiveness at both the introductory and advanced levels. The faculty
2715 member's ability to make a lasting positive impact on students is especially
2716 valued. The candidate's record should give reasonable assurance of
2717 continuing effectiveness throughout the teaching career.

2718 ii. Scholarly achievements should have resulted from scholarly activities. These
2719 achievements should be publicly disseminated through publication in
2720 relevant peer-review outlets. In appropriate fields, scholarly achievement
2721 may also include compositions, performances, gallery exhibitions, and other
2722 creative works selected through competition and/or reviewed by off-
2723 campus, professional critics. The quality of these achievements will be
2724 assessed by the character of that review process, by subsequent critical
2725 reception (if available), and by the use of outside evaluation at the time of
2726 the tenure review. The quantity of a faculty member's scholarly
2727 achievements at this stage should be typical for faculty in that discipline at
2728 liberal arts colleges comparable to Dickinson. Scholarship that invigorates
2729 one's teaching or directly involves students as participants is especially
2730 valued, though it is subject to the same standards of originality and depth
2731 that apply to all scholarship.

2732 iii. Service to the College should include the successful accomplishment of
2733 more than routine responsibilities at both the departmental and campus-
2734 wide levels. (Note: faculty at this stage are still excluded from serving as
2735 chair of the committees listed in Chapter Three. Only in unusual
2736 circumstances should they serve as a Department Chair or its equivalent.)

2737 b. Policy: Faculty granted tenure must demonstrate that they have met the Year
2738 Seven standards. Perceived deficiencies must clearly have been overcome and
2739 no important ambiguities should remain. This is a judgment concerning one's
2740 past achievements taken severally but also as comprising a distinctive
2741 individual academic profile. It says that the faculty member's record of
2742 achievement is a reasonable indication of future effectiveness, sufficient to
2743 justify a career-long commitment by Dickinson to that person.

2744 Faculty who clearly fail to meet the general standards will not be granted
2745 tenure. If the evidence in the evaluation file does not clearly demonstrate
2746 that the standards have been met, the College's decision will be to deny
2747 tenure.

2748 Institutional considerations (see VIII.C) should continue to play a role in the
2749 decision that is made.

2750 **E. Evaluation of Tenured Faculty: Special Standards**

2751 The following standards assume that the level of excellence achieved by Year Seven will
2752 be sustained and gradually deepened as tenured faculty advance in their careers. The
2753 general evaluation criteria outlined in VIII.B remain in effect, and the standards below
2754 identify additional considerations specific to the typical six-year post-tenure review cycle.
2755 In addition, tenured faculty are expected to demonstrate professional conduct consistent
2756 with the standards described in Section VI. Unless evidence to the contrary is presented
2757 in the evaluation file, it is assumed that the faculty member is exhibiting conduct in
2758 accordance with professional standards.

2759 **1. Non-Promotion Senior Evaluations**

2760 a. Standards:

2761 i. One's teaching should show continuing effectiveness and growth in the
2762 range and depth of subject matter and in pedagogical acumen.

2763 ii. There should be evidence of sustained scholarly activity and of achievement
2764 since the earning of tenure or the most recent senior review, whichever is
2765 most recent. While the Faculty Personnel Committee expects that all
2766 colleagues will continue to produce peer-reviewed scholarship, they
2767 recognize that the rate of peer reviewed scholarship may be less for
2768 colleagues who are active in public facing scholarship. Public facing

2769 scholarship is not an expectation or requirement for any colleague,
2770 however; colleagues who wish to continue to produce work primarily for
2771 scholarly audiences should continue to do so.

2772 iii. Service to the College since the earning of tenure or the most recent senior
2773 review, whichever is most recent, should include the successful
2774 accomplishment of service responsibilities at both the departmental and
2775 campus-wide levels with evidence of meaningful leadership and initiative.
2776 An excellent record of service may, in appropriate cases, assist in explaining
2777 a lesser emphasis on scholarly achievement.

2778 b. Policy: It is expected that a faculty member will sustain the quality and promise
2779 of professional achievement present at the time of tenure, extending and
2780 deepening them in appropriate and noticeable ways. Directions and aspirations
2781 identified in the previous Professional Activities Statement form the background
2782 for such assessments.

2783 If the Faculty Personnel Committee determines that the tenured faculty
2784 member's performance fails to sustain the quality and promise of professional
2785 achievement present at the time of tenure, the Committee may recommend
2786 implementing a written, time-limited development plan intended to support the
2787 faculty member's professional growth and renewed effectiveness. If the Provost
2788 and Dean agree that a development plan should be pursued, the faculty
2789 member, in consultation with the Faculty Personnel Committee and Department
2790 Chair, will design a plan to:

- 2791 • Identify specific goals for improvement and the actions to be undertaken
2792 to achieve those goals (such as mentoring, peer observation, pedagogical
2793 or research development, or reassignment of responsibilities).
- 2794 • The resources or support to be provided by the College, and
- 2795 • A timeline, typically not exceeding two academic years, for achieving
2796 measurable progress.

2797 The plan will outline how progress will be assessed and by whom. It is intended
2798 as a constructive and collaborative effort to uphold the quality and promise of
2799 professional achievement that was established at tenure, rather than functioning
2800 as a disciplinary sanction.

2801 While implementing a development plan is the preferred practice, when the
2802 faculty member's evaluation reveals a serious or persistent failure to meet a
2803 faculty responsibility stated in this Handbook, the Faculty Personnel Committee
2804 may recommend to the Provost and Dean initiating dismissal or sanction
2805 procedures pursuant to Section XIII.E or applying lesser sanctions pursuant to
2806 Section XIII.F, respectively.

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2. Promotion to Full Professor

- a. Standards:
 - i. Teaching should reflect an up-to-date competence in the fields of one's expertise, be pedagogically sound, and demonstrate both versatility and integrative vision.
 - ii. There should be evidence of an established and sustained record of scholarly activity and of achievement since the earning of tenure. Scholarly activity and achievement should reveal contributions to a field of intellectual endeavor in original and worthwhile ways, as indicated by the importance of one's professional involvements and the number and stature of one's publications, creations, or similar evidence of distinguished scholarly achievement. While the Faculty Personnel Committee expects that all colleagues will continue to produce peer-reviewed scholarship, they recognize that the rate of peer reviewed scholarship may be less for colleagues who are active in public facing scholarship. Public facing scholarship is not an expectation or requirement for any colleague, however; colleagues who wish to continue to produce work primarily for scholarly audiences should continue to do so.
 - iii. Service to the College since the earning of tenure should include the successful accomplishment of service responsibilities at both the departmental and campus-wide levels. There should be evidence, in a variety of ways, that the faculty member is able and willing to contribute to campus life and governance, with evidence of meaningful leadership and initiative. An excellent record of service may, in appropriate cases, assist in explaining a lesser emphasis on scholarly achievement.
- b. Policy: Normally, faculty are only considered eligible for promotion to Full Professor after six years of post-tenure service at Dickinson. However, because the rank of Full Professor is the highest that faculty may hold at Dickinson, mere longevity is never sufficient grounds for promotion. The faculty member should demonstrate continued effectiveness and achievement in all three areas of evaluation since promotion to Associate Professor.

2840 **F. Evaluation Procedures**

2841 **1. Candidate's Self-Assessment**

2842 When a faculty member is scheduled to be reviewed, they will be notified by the
2843 Office of the Senior Associate Provost of Academic Affairs in May prior to the
2844 academic year the review is undertaken. By July of the academic year of the review,
2845 faculty members will have access to the electronic portfolio system to which they
2846 can upload their materials. Such documents should address the evaluation period
2847 and include but are not limited to:

- 2848 i. Professional Activities Statement (PAS).
- 2849 ii. A current curriculum vitae.
- 2850 iii. Publications and completed work
- 2851 iv. Previous Sabbatical and Leave Reports and Faculty Personnel Committee
2852 memos acknowledging those reports
- 2853 v. Previous review materials (after Year Two Review)
- 2854 vi. Scholarly Work for Outside Evaluators (for Tenure and Promotion reviews)
- 2855 vii. Annotated "outside evaluators list" of 8-10 people to comment on
2856 scholarship (for Tenure and Promotion reviews)
- 2857 viii. Booster list of 6-8 people (for Tenure and Promotion reviews)
- 2858 ix. Course Syllabi and Related Teaching Materials
- 2859 x. Grant Applications, Awards, and Reports
- 2860 xi. Scholarly Activity
- 2861 xii. Miscellaneous

2862 For a current listing of required documents, please refer to the Faculty Personnel
2863 Committee webpage.

2864 The Professional Activities Statement is a document that reflects upon successes and
2865 challenges in a faculty member's professional life in relation to teaching, scholarship,
2866 and service over the years since their last review. It is also a forward-looking document
2867 that articulates plans and aspirations for future work. Across the span of a professional
2868 career the Professional Activities Statement provides a narrative account that offers
2869 insight and explanation to complement the accomplishments listed on a curriculum
2870 vitae. Self-awareness and an ongoing commitment to improvement are valued.

2871 **2. Departmental Review**

2872 In preparation for the review, the Department Chair collects student feedback and other
2873 relevant information:

- 2874 • Year Two, Year Four, and Non-Promotion Senior Reviews: Consult with the
2875 majors committee or an equivalent group to gather student perspectives.

2876 • Tenure and Promotion Reviews: Consult with the majors committee and gather
2877 feedback from a representative sample of twelve current students identified by
2878 the Provost and Dean’s Office.

2879 • General Information Gathering: The Chair organizes and conducts teaching
2880 observations, ensuring that observation memoranda are uploaded to the
2881 electronic portfolio. The Chair also solicits other relevant evaluations. For tenure
2882 and promotion cases, this includes alumni recommendations and reports from
2883 external evaluators regarding the candidate’s scholarship, provided through the
2884 Faculty Personnel Committee.

2885 The Department Chair shares this information, along with the faculty member’s
2886 electronic portfolio, with the tenured faculty and senior lecturers of the department. If
2887 possible, colleagues on sabbatical or leave may participate fully in the review; if not,
2888 they may provide a written statement but do not vote. In the case of a joint
2889 appointment, the Department Chair of the faculty member’s primary department shall
2890 consult with the Department Chair(s) of the secondary department(s) to solicit feedback
2891 to be included in the department memorandum.

2892 Tenured faculty are expected to evaluate the candidate’s teaching, scholarly activity and
2893 achievement, and service activities, while senior lecturers are expected to evaluate the
2894 candidate’s teaching and service activities. Tenure-track and lecturer colleagues are not
2895 required to participate, but they may share their perspectives based on direct
2896 experience with the candidate. However, they are not expected to evaluate the quality
2897 or quantity of scholarly activity and achievement.

2898 If the department does not have a minimum of three eligible tenured faculty to conduct
2899 the evaluation of a tenure-line faculty member, tenured faculty from related disciplines
2900 who hold comparable or higher rank and are familiar with the standards and
2901 expectations of the department will conduct the review. These faculty shall be
2902 appointed by the Chair of the Faculty Personnel Committee, in consultation with the
2903 ~~Department Chair and the~~ Provost and Dean.³

2904 Department evaluators must utilize the evaluation criteria specified in VIII.B to
2905 recommend whether the faculty member meets the applicable performance standards
2906 for reappointment, tenure, or promotion. For tenure and promotion cases, the review
2907 will also include a meeting with the candidate to discuss their teaching, scholarly activity

³ For the evaluation of lecturers pursuant to Section IX.F, if the department does not have a minimum of three eligible tenured faculty and senior lecturers to conduct the evaluation of a lecturer candidate, tenured faculty and senior lecturers from related disciplines who hold comparable or higher rank and are familiar with the standards and expectations of the department will conduct the review. These faculty shall be appointed by the Chair of the Faculty Personnel Committee, in consultation with ~~the Department Chair and~~ the Provost and Dean.

2908 and achievement, and service activities. The tenured faculty and senior lecturers will
2909 deliberate separately and cast a confidential vote on the case.

2910 Following these deliberations and vote, the Department Chair or their designee
2911 prepares a memorandum that:

- 2912 • Discusses the faculty member’s strengths and weaknesses in each area with
2913 direct references to the evaluation criteria in VIII.B and appropriate performance
2914 standards.
- 2915 • Summarizes the range of views among tenured and senior lecturer faculty.
- 2916 • Indicates the number of votes for and against reappointment, tenure, or
2917 promotion (as applicable).

2918 Upon completion of the memorandum, the Department Chair or their designee
2919 circulates the memorandum to the tenured faculty and senior lecturers who
2920 participated in the review. By signing the memorandum, the participants attest to the
2921 accuracy of the content of the memorandum as outlined in the points above.

2922 The faculty member will receive a copy of the department memorandum and will have
2923 the opportunity to discuss it with the Department Chair. If the faculty member is
2924 dissatisfied with the content of the memorandum, they may provide a written letter in
2925 response and upload it to the electronic portfolio system within five business days of
2926 receiving the memorandum.

2927 If there are any perceived factual errors in the department memorandum, these should
2928 be identified in the same manner. In response to perceived factual errors, the Provost
2929 and Dean will direct an investigation and, if necessary, issue a corrective memorandum
2930 to the faculty member, the tenured faculty and senior lecturers of the department, and
2931 the Faculty Personnel Committee. Senior colleagues may revise their votes based on any
2932 new information provided. Any updated memorandum (if issued), along with any
2933 revised vote count, will be uploaded to the faculty member’s electronic portfolio. If the
2934 faculty member does not agree with the Provost and Dean's judgment on whether there
2935 have been factual errors or on how to correct any that have occurred, they may petition
2936 the Appeals Committees (see VIII.F.6) at the conclusion of the review process.

2937 **3. Faculty Personnel Committee Review**

2938 The Faculty Personnel Committee oversees the College-level review of faculty
2939 reappointment, tenure, promotion, and non-promotion senior evaluations.

2940 As part of the review process, a representative member of the Faculty Personnel
2941 Committee will serve as a liaison between the Faculty Personnel Committee and the
2942 faculty member under review. In the case of a Year Two, Year Four, and non-promotion

2943 senior evaluations, the liaison participates in a discussion of the candidate's Professional
2944 Activities Statement with the faculty member and the Provost and Dean. For tenure and
2945 promotion cases, all members of the Faculty Personnel Committee take part in this
2946 discussion. For tenure and promotion reviews, the Office of Analytics and Institutional
2947 Research, on behalf of the Faculty Personnel Committee, writes to a representative
2948 sample of alumni who have taken at least one course with the candidate, requesting
2949 feedback on the candidate's teaching abilities. These alumni responses are shared with
2950 the Department Chair, and a masked copy is provided to the candidate.

2951 In addition, for tenure and promotion cases, the Faculty Personnel Committee arranges
2952 for one or more external evaluations of the candidate's scholarly work. External
2953 evaluators are selected from a list submitted by the candidate and are asked to assess
2954 the quality of the candidate's scholarship in comparison with that of other current
2955 scholars, at a similar career stage, in the field and with disciplinary standards generally.
2956 Evaluator reports are shared with the Department Chair, and a masked copy with
2957 names, identifying statements, and institutional affiliations removed is provided to the
2958 candidate. For candidates seeking promotion to Professor who already have a
2959 substantial record of publication, the Faculty Personnel Committee may waive outside
2960 evaluation, relying instead on published reviews or referees' reports of the candidate's
2961 scholarly work.

2962 At its discretion, the Faculty Personnel Committee may also interview a sample of
2963 current students who have been or are currently enrolled in a course taught by the
2964 faculty member.

2965 The Faculty Personnel Committee conducts a thorough and objective review of the
2966 candidate's performance as documented in the electronic portfolio and the information
2967 gathered above. During its deliberations, the Faculty Personnel Committee applies the
2968 evaluation criteria specified in VIII.B.

2969 After completing its discussions, the Faculty Personnel Committee votes on whether the
2970 faculty member meets the College's performance standards for reappointment, tenure,
2971 or promotion. In the case of a non-promotion senior review, the vote will determine if
2972 the faculty member is maintaining the quality and potential for professional
2973 achievement demonstrated at the time of tenure. Following the vote, the Faculty
2974 Personnel Committee will send a summary statement of the evaluation and
2975 recommendation to the Provost and Dean.

2976 **4. Provost and Dean of the College**

2977 The Provost and Dean facilitates the Faculty Personnel Committee evaluation to ensure
2978 the College's procedural requirements are met and that the candidate receives official
2979 written notification of the outcome.

2980 During Year Two, Year Four, and non-promotion senior evaluations, the Provost and
2981 Dean leads the discussion of the Professional Activities Statement with the faculty
2982 member and the Faculty Personnel Committee liaison and is present for the Faculty
2983 Personnel Committee's deliberations. The Provost and Dean does not participate in the
2984 Faculty Personnel Committee's vote and does not provide an independent
2985 recommendation. After the Faculty Personnel Committee's evaluation is complete, the
2986 Provost and Dean transmits the Faculty Personnel Committee's summary statement to
2987 the faculty member.

2988 In cases of tenure and promotion reviews, the Provost and Dean also participates in the
2989 discussion of the Professional Activities Statement and is present for the Faculty
2990 Personnel Committee's deliberations. As with other evaluations, the Provost and Dean
2991 does not participate in the Faculty Personnel Committee's vote and does not provide an
2992 independent recommendation. Once the Faculty Personnel Committee's evaluation is
2993 complete, the Provost and Dean forwards the Faculty Personnel Committee's summary
2994 statement and recommendation to the Office of the President for review.

2995 **5. Presidential and Board Review – Tenure and Promotion Reviews**

2996 After receiving the summary statement from the Faculty Personnel Committee, the
2997 President meets with both the Faculty Personnel Committee and Provost and Dean to
2998 discuss candidates for promotion and tenure.

2999 Following this discussion, the President submits a written recommendation to the Board
3000 of Trustees' Committee on Academic and Student Experience. The President's
3001 submission includes the recommendations of the department and Faculty Personnel
3002 Committee.

3003 If the President's recommendation differs from that of the Faculty Personnel
3004 Committee, the President's letter to the Committee on Academic and Student
3005 Experience explains the reason this difference. Copies of this letter are provided to both
3006 the Provost and Dean and the Faculty Personnel Committee.

3007 The decision of the Board of Trustee is communicated in writing to the candidate by
3008 either the President or the Provost and Dean.

3009 **6. Appeal Procedures**

3010 Faculty members may submit a written petition to the Appeals Committee after
3011 receiving notification of a College decision related to appointment, tenure, promotion,
3012 or non-promotion senior evaluations. The procedures for appealing are outlined below.

3013 **Grounds for Appeal:**

3014 Petitions to the Appeals Committee are limited to the following grounds:

- 3015 • Alleged violation of academic freedom: whether considerations
3016 violative of academic freedom contributed significantly to the
3017 College's decision.
- 3018 • Alleged procedural violation resulting in prejudicial error: whether a
3019 procedural error contributed significantly to the College's decision.
3020 The term *prejudicial* does not refer to the state of mind of the
3021 members of the department, Faculty Personnel Committee, or
3022 President; rather, it refers to an assessment of the likely effect of an
3023 error in procedure on the evaluation decision. An error is *prejudicial* if
3024 it is reasonably probable that a result more favorable to the appellant
3025 would have been reached in the absence of the error.
- 3026 • Alleged discriminatory action: whether considerations violative of
3027 discrimination laws contributed significantly to the College's decision.

3028 **Steps in the Appeals Process:**

- 3029 1. The faculty member and the chair of the Appeals Committee will meet
3030 to discuss the nature of the faculty member's concerns.
- 3031 2. If the meeting with the chair does not resolve the faculty member's
3032 concerns, the faculty member may write a letter to the chair of the
3033 Appeals Committee requesting assistance, indicating whether the
3034 concern is about academic freedom, procedures, or discrimination,
3035 and setting out the reasons for the appeal. The letter must be received
3036 within two weeks of the faculty member having learned of the
3037 disputed action. A copy of the faculty member's letter is sent to the
3038 Provost and Dean, to the chair of the Faculty Personnel Committee,
3039 and to the Department Chair.
- 3040 3. The chair of the Appeals Committee then convenes the Appeals
3041 Committee to discuss the faculty member's appeal. If, in the judgment
3042 of the Appeals Committee (by majority vote), any member has a
3043 conflict of interest, then that person will be disqualified from
3044 participating in the appeal. The Appeals Committee may proceed if at
3045 least five faculty remain. Otherwise, additional members must be
3046 appointed by the Nominating Committee from its roster of eligible
3047 persons.
- 3048 4. The Appeals Committee then decides by majority vote: whether to
3049 accept the appeal request and, if so, under which one or more of the
3050 three areas the alleged violation falls. This is done within one week of
3051 having received the faculty member's written request. If additional
3052 members must first be appointed, an additional week may be taken.

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5. The chair informs in writing the faculty member, the department, the Faculty Personnel Committee, and the Provost and Dean about this decision. If the appeal request is denied, the faculty member has no further recourse within the College. If the appeal request is accepted, every effort will be made for the committee to complete its report within a month.
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6. If the appeals process is not completed until after June 30th of a given academic year, the current members of the Appeals Committee, the Faculty Personnel Committee, and the current Department Chair will nonetheless normally remain the persons involved.
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7. The Appeals Committee has access to all of the materials in the faculty member's file used in the evaluation under dispute, plus the Faculty Personnel Committee minutes pertaining to the case, and the summary statement to the President. The Appeals Committee may acquire further evaluation materials as long as this information is made available to the faculty member, Faculty Personnel Committee, and the Provost and Dean. The Appeals Committee may interview anyone it chooses in the pursuit of its inquiry.
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8. The Appeals Committee will report its findings and recommendations in writing to the faculty member, the Department Chair, the Faculty Personnel Committee, and the Provost and Dean. If the recommendations differ from the College's initial decision, the Provost and Dean will request replies from the parties involved concerning the Appeal Committee's recommendation, and the Provost and Dean will on the basis of all these arguments make a final recommendation to the President, whose decision is final.

3079 **G. Other Evaluation Policies**

3080 **1. Recusals**

3081 Departmental colleagues, Faculty Personnel Committee, and Appeals Committee
3082 members who participate in the evaluation or appeals process must avoid any real or
3083 perceived conflict of interest to ensure an objective and equitable evaluation.

3084 Examples of relationships which constitute a conflict of interest include a marital, life
3085 partner, family, or intimate relationship with the candidate or a direct financial interest
3086 and/or relationship with the candidate.

3087 Individuals on the Faculty Personnel Committee or Appeals Committee who have a
3088 conflict of interest or believe they may not be able objectively to evaluate the candidate
3089 have the responsibility to self-recuse from deliberations. Similarly, at the department
3090 level, colleagues are expected to recuse themselves from evaluation deliberations and
3091 votes when an actual or apparent conflict of interest exists or they are not be able
3092 objectively to evaluate the candidate. In the absence of voluntary recusal, the matter
3093 shall be referred to the Provost and Dean for resolution, whose decision shall be final.

3094 If a candidate under review believes there is a potential conflict of interest or asserts an
3095 improper bias involving a committee member, the candidate must raise the matter prior
3096 to deliberations of the case so that the Faculty Personnel Committee or Appeals
3097 Committee as applicable may evaluate the claim and act appropriately.

3098 **2. Allegations of Serious Misconduct Made During Tenure or Promotion Review**

3099 Should a formal allegation of serious misconduct that could lead to dismissal for
3100 adequate cause or a serious sanction (see Section XIII.E) be made against a faculty
3101 member during the review process or after review, but before promotion or tenure is
3102 awarded by the College, the Provost and Dean has the discretion to suspend the
3103 evaluation process or decision and refer the matter for resolution pursuant to Section
3104 XI.E. Upon favorable resolution to the candidate, the tenure process will resume during
3105 the next review cycle. If granted tenure, the tenure will be applied retroactively.

3106 **IX. Evaluation of Lecturers for Retention and Promotion**

3107 **A. Review Years**

3108 Lecturer-series faculty are reviewed pursuant to the same schedule as tenured and tenure-
3109 track faculty, with review for promotion to senior lecturer typically occurring in Year Seven.
3110 Reviews following promotion to senior lecturer will typically occur on a six-year review
3111 cycle. Successful reviews of senior lecturers will typically result in another six-year contract
3112 once the current contract expires.

3113 **B. Evaluation Criteria**

3114 In the categories of teaching and service, the criteria for evaluation are the same as for
3115 tenured and tenure-track faculty unless stated otherwise in the appointment letter.
3116 Additional specific service obligations or professional development expectations may be
3117 included in appointment letters for lecturers. Scholarship, while always valued, is not an
3118 expectation for lecturers.

3119 **C. Institutional Need**

3120 While individual professional achievements are essential in reappointment and promotion
3121 decisions for lecturer-series faculty, such decisions also consider institutional and curricular
3122 needs. The factors considered parallel those described in the tenure-line faculty section (see
3123 Section VIII.C.), including the importance of maintaining a balanced faculty across career
3124 stages and disciplines, supporting curricular breadth and flexibility, and aligning faculty
3125 resources with enrollment and admissions goals.

3126 **D. Policies and Standards for Contract Renewal and Promotion to Senior Lecturer**

3127 The following subsections outline the evaluation criteria and associated policies that guide
3128 decisions regarding reappointment and/or promotion to senior lecturer. The criteria fall
3129 into two broad categories: teaching effectiveness and service of a professional nature, with
3130 expectations in each area evolving at different stages of the faculty member's appointment.
3131 In addition, candidates for reappointment and promotion to senior lecturer are expected to
3132 demonstrate professional conduct consistent with the standards described in Section V.
3133 Unless evidence to the contrary is presented in the evaluation file, it is assumed that the
3134 candidate is exhibiting conduct in accordance with professional standards.

3135 **1. Year Two**

3136 a. Standards

3137 i. The general criteria for teaching effectiveness all apply. As challenges are
3138 often involved in adjusting to a new situation, emphasis is placed upon a
3139 faculty member's self-assessment in a Professional Activities Statement and
3140 reports of class visits by departmental peers, especially the chair. Student
3141 feedback is helpful but often need to be carefully interpreted. Except for the
3142 first year, a lecturer is not expected to develop more than two new courses
3143 in a given year. First-year lecturers are also exempt from advising.

3144 ii. Reasonable departmental responsibilities should have been accepted.
3145 Normally, service at the College-wide level is not expected. (Note: faculty at
3146 this stage are excluded from serving as Department Chair or its equivalent, or
3147 from serving as chair of any of the committees listed in Chapter Three.)

3148 b. Policy: Faculty will be renewed who are judged to have met these criteria fully
3149 and to have shown promise of future continued growth, or whose deficiencies
3150 are judged to be such that there is a reasonable expectation that by the Year
3151 Four evaluation the person will be able to meet the standards for Year Four.

3152 Faculty will not be renewed who are judged to be clearly deficient in these areas,
3153 or whose current achievement does not show promise of future growth.

3154 Institutional considerations (see Section VIII.C) may also provide grounds for
3155 non-renewal. An effort shall be made at this time to identify any institutional
3156 considerations that might in the future bear, positively or negatively, upon the
3157 College's decision.

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2. Year Four

- a. Standards:
 - i. Evidence of continued growth in the quality of teaching should be substantiated in all the areas listed in Section B above, and at both introductory and advanced course levels. Formal measures of this — student feedback, self-assessment in Professional Activities Statements, reports on class visits by peers — should be available and should approximate College averages and standard expectations. A faculty member at this stage is not expected to develop more than two new courses in a given year.
 - ii. Service to the College should include increased departmental responsibilities. A faculty member is eligible for elected or appointed committee service; there is no penalty for failing to be elected or appointed to a committee, but in such case other forms of service to the College should be in evidence. (Note: faculty at this stage are excluded from serving as Department Chair or its equivalent, or from serving as chair of any of the committees listed in Chapter Three.)

- b. Policy: Faculty are expected to meet all the above standards for reappointment within an overall framework of professional accomplishment that has coherence and direction. If deficiencies were identified at the Year Two evaluation, they should have been overcome or reasonable progress made in doing so, and no other problems of similar importance discovered. Faculty who are judged to have met these standards will be reappointed.

Faculty who do not meet the above standards will not be reappointed. If there is reasonable ambiguity in the judgment that a faculty member is deficient in meeting the stated criteria, and it is thought that despite these concerns the person is nonetheless likely to meet the Year Seven standards by the time of the Year Seven evaluation, reappointment is possible.

Institutional considerations (see Section VIII.C) may also be grounds for non-renewal. A special effort should be made to identify any institutional considerations that might become a factor by Year Seven and to take them into account in the Year Four evaluation. All matters related to tenure-track status and promotion eligibility must be clarified at this time.

3. Promotion to Senior Lecturer

- a. Standards:
 - i. Teaching should be of high quality; the promise of earlier years increasingly translated into achievement. Formal measures of quality (as indicated for Year Four and as now supplemented by the information described in Section

3195 VIII.C) should provide consistent evidence that the faculty member has fully
3196 met or exceeded the general criteria for teaching effectiveness at both the
3197 introductory and advanced levels. The faculty member's ability to make a
3198 lasting positive impact on students is especially valued. The candidate's
3199 record should give reasonable assurance of continuing effectiveness
3200 throughout the teaching career.

3201 ii. Service to the College should include the successful accomplishment of
3202 more than routine responsibilities at both the departmental and campus-
3203 wide levels. (Note: faculty at this stage are still excluded from serving as
3204 chair of the committees listed in Chapter Three. Only in unusual
3205 circumstances should they serve as a Department Chair or its equivalent.)

3206 b. Policy: Faculty granted promotion to senior lecturer must demonstrate that
3207 they have fully met the Year Seven standards. Perceived deficiencies must
3208 clearly have been overcome, and no important ambiguities should remain. This
3209 is a judgment concerning one's past achievements taken severally but also as
3210 comprising a distinctive individual academic profile. It says that the faculty
3211 member's record of achievement is a reasonable indication of future
3212 effectiveness, sufficient to justify a six-year contractual commitment by
3213 Dickinson to that person.

3214 Faculty who clearly fail to meet the general standards, and their elaboration
3215 above, will not be granted promotion. But also, a judgment that the faculty
3216 member's case is ambiguous means that the College's decision should be
3217 negative.

3218 Institutional considerations (see Section VIII.C) that look to the distant as well
3219 as to the immediate future should continue to play a role in the decision that is
3220 made.

3221 **E. Senior Lecturer Reviews**

3222 The following standards assume that the level of excellence achieved by Year Seven will
3223 be sustained and gradually deepened as senior lecturers advance in their careers. The
3224 general evaluation criteria outlined in VIII.B remain in effect, and the standards below
3225 identify additional considerations specific to the typical six-year post-promotion review
3226 cycle. In addition, senior lecturers are expected to demonstrate professional conduct
3227 consistent with the standards described in Section VI. Unless evidence to the contrary is
3228 presented in the evaluation file, it is assumed that the faculty member is exhibiting
3229 conduct in accordance with professional standards.

3230 **1. Standards:**

- 3231 a. One's teaching should show continuing effectiveness and growth in the range
3232 and depth of subject matter and in pedagogical acumen.
- 3233 b. Service to the College since the earning of the Senior Lecturer rank or the
3234 most recent senior review, whichever is most recent, should include the
3235 successful accomplishment of service responsibilities at both the
3236 departmental and campus-wide levels with evidence of meaningful leadership
3237 and initiative.

3238 **2. Policy:**

- 3239 a. It is expected that a senior lecturer will sustain the quality and promise of
3240 professional achievement present at the time of promotion, extending and
3241 deepening them in appropriate and noticeable ways. Directions and aspirations
3242 identified in the previous Professional Activities Statement form the background
3243 for such assessments. Additionally, institutional considerations (see Section
3244 VIII.C) that look to the distant as well as to the immediate future should
3245 continue to play an important role in the decision that is made.

3246 If the Faculty Personnel Committee determines that senior lecturer's
3247 performance fails to sustain the quality and promise of professional
3248 achievement present at the time of promotion, the Committee may recommend
3249 implementing a written, time-limited development plan intended to support the
3250 faculty member's professional growth and renewed effectiveness. If the Provost
3251 and Dean agree that a development plan should be pursued, the faculty
3252 member, in consultation with the Faculty Personnel Committee and
3253 Department Chair, will design a plan to:

- 3254 • Identify specific goals for improvement and the actions to be undertaken
3255 to achieve those goals (such as mentoring, peer observation, pedagogical
3256 or research development, or reassignment of responsibilities).
- 3257 • The resources or support to be provided by the College, and

3273 **X. Evaluation of Visiting Faculty, Adjunct Faculty, and Instructional Personnel**

3274 Departments are responsible for ensuring that instruction provided by visiting and adjunct
3275 faculty, as well as instructional personnel, meet the standards of the College. The Senior
3276 Associate Provost for Academic Affairs is responsible for ensuring that instruction provided by
3277 visiting, adjunct, and instructional personnel who are not appointed to a department meet
3278 the standards of the College in a manner consistent with the procedures below.

3279 **A. Frequency of Evaluations**

3280 Visiting and adjunct faculty will be reviewed by the department in which they are teaching
3281 after they have taught five courses or after four semesters, whichever comes later. If the
3282 faculty member teaches long-term at the College, a second review will be done after the
3283 next five courses or after four additional semesters, whichever comes later. Thereafter,
3284 subsequent reviews will occur after ten courses or after eight semesters, whichever
3285 comes later.

3286 Instructional personnel whose job descriptions include teaching as a formal component of
3287 their role shall undergo a peer observation and review of teaching at least once every
3288 three semesters. Those who occasionally agree to teach courses outside their primary job
3289 responsibilities shall be evaluated on an adjunct faculty series basis as described above.

3290 **B. Evaluation Procedures**

3291 Visiting and adjunct faculty, as well as instructional personnel, will prepare a Professional
3292 Activities Statement focusing primarily on teaching and provide copies of course syllabi
3293 and any other evidence of teaching effectiveness as outlined/described in Section
3294 VIII.B.1. A faculty member with tenure or a senior lecturer will observe two classes and
3295 prepare a memorandum summarizing those visits. The Department Chair or their
3296 designee will consult with the majors committee or other appropriate group of students
3297 and prepare a report for senior colleagues. All tenured faculty and senior lecturers of the
3298 department or review committee will review the above materials plus student feedback
3299 forms, both numerical and written comments.

3300 After consulting with the tenured faculty and senior lecturers of the department, the
3301 Department Chair will provide a memorandum for the Senior Associate Provost for
3302 Academic Affairs, that summarizes the department's evaluation of the individual's
3303 teaching effectiveness. The memorandum will also provide a recommendation as to
3304 whether it is appropriate for the individual to continue teaching at the College. The
3305 individual being reviewed may submit a written response to the evaluation within five
3306 business days of receiving the Department Chair's memorandum. If a response is
3307 submitted, it will be appended to the Department Chair's memorandum and forwarded
3308 to the Senior Associate Provost for Academic Affairs.

3309 **XI. Faculty Professional Development**

3310 **A. Sabbatical Leave Program**

3311 The purpose of the Sabbatical Leave program is to provide for the professional
3312 development of faculty, enhancement of faculty connection to the broader scholarly
3313 community, and ultimately to improve the quality of education available to Dickinson
3314 College students.

3315 During the operation of the Sabbatical Leave program, the work of the academic
3316 departments and programs should proceed without diminution of the quality of instruction.
3317 Necessary adjustments of curricular offerings and support services should be effected in a
3318 manner that will best maintain the departmental programs.

3319 A sabbatical leave is normally granted for the purpose of scholarly research or creative work
3320 appropriate to the field of the faculty member, but may also be granted for pedagogical or
3321 professional development. For scholarly research or creative work, the project should
3322 usually produce materials capable of being submitted for peer review or critique. Ideally,
3323 the sabbatical project should be directly or indirectly related to one's teaching or other
3324 pedagogical responsibilities.

3325 The College also recognizes that changing needs in the academic program, and the changing
3326 interests of individual faculty members, will occasionally make a development sabbatical
3327 desirable and even necessary. A development sabbatical is one that is designed to enhance
3328 the individual's competence in their academic field(s). This type of project should be
3329 relevant to the person's career and to the curricular goals of the College. Whenever
3330 possible, the results of a development sabbatical should be made available to some form of
3331 peer evaluation.

3332 At the conclusion of a sabbatical leave, the sabbatical project will be assessed by the College
3333 in terms of both effort and outcome. The assessment of the quality of one's previous
3334 sabbaticals will be a factor in the consideration of a new sabbatical proposal.

3335 **1. Eligibility for Sabbatical Leave**

3336 **Tenure-Track Faculty and Lecturers:** All tenure-track faculty and lecturers shall be
3337 eligible for a sabbatical leave beginning in the year subsequent to a positive Year-Four
3338 evaluation. If a faculty member decides not to take a pre-tenure sabbatical, then they
3339 are next eligible for a sabbatical leave in the year subsequent to earning tenure or
3340 promotion to senior lecturer.

3341 **Tenured Faculty and Senior Lecturers:** All tenured faculty and senior lecturers shall be
3342 eligible for a sabbatical leave after five consecutive academic years of full-time teaching
3343 at the College, excluding any time spent on leave without pay. Under exceptional

3344 circumstances, the Faculty Personnel Committee may waive the requirement that the
3345 years of full-time teaching contributing to eligibility be continuous.

3346 1. If a tenured faculty member or senior lecturer is asked to postpone a sabbatical
3347 leave at the request of the College, then the subsequent time teaching continues
3348 to contribute to eligibility. In such cases, there shall be no penalty in eligibility for
3349 the leave following the delayed leave.

3350 2. If a tenured faculty member or senior lecturer chooses to postpone a sabbatical
3351 leave for which they are eligible, beyond the one-year flexibility allotted them,
3352 then subsequent teaching time does not contribute to eligibility until the delayed
3353 leave is taken.

3354 **2. Application Procedure for Sabbatical Leaves**

3355 The number of leaves to be granted at any one time, and the choice of persons to
3356 receive them, is to be decided by the Provost and Dean and the Faculty Personnel
3357 Committee, considering:

- 3358 1. The nature of the applicant's proposal.
3359 2. The recommendation of the Department Chair.
3360 3. Documentation from the previous sabbatical (if applicable).
3361 4. The effect on the curriculum.

3362 Any eligible faculty member may apply for a sabbatical leave. Eligibility for leave shall
3363 not imply automatic approval. The application must state:

- 3364 1. Which form of leave (research, development) is being requested.
3365 2. When the person desires it.
3366 3. The nature and extent of the proposed project in adequate detail.

3367 The application must be addressed to the Provost and Dean and the Chair of the
3368 Department. As part of the application, the Chair shall include a memorandum to the
3369 Provost and Dean stating:

- 3370 1. The Chair's recommendation to approve or disapprove the sabbatical proposal
3371 on its merits.
3372 2. A proposal from the department regarding how the loss of courses or other
3373 responsibilities will be covered, including adjunct or full-time replacement
3374 requests.

3375 The Provost and Dean and the Faculty Personnel Committee will review all sabbatical
3376 proposals from tenure-track and lecturer faculty. The Faculty Personnel Committee will
3377 generally refer all other applications for sabbatical leave to the Research and
3378 Development Committee for scrutiny and recommendation to the Provost and Dean.

3379 Applications, to be considered, may be submitted as early as desired but not later than
3380 September 1 of the year prior to the academic year in which the desired leave is to
3381 become effective.

3382 **3. Length of Sabbatical**

3383 Sabbatical leaves are typically granted for either one semester at full pay or one
3384 academic year at half pay. In the case of a full-year sabbatical at half pay, faculty can
3385 elect to receive their salary paid at 75% for both the year of sabbatical and the year
3386 following the sabbatical.

3387 The College's contribution to retirement will be continued at the same percentage of
3388 the full annual base salary.

3389 All other fringe benefits, except long term disability, normally paid by or subsidized by
3390 the College will be continued including the Dean's Faculty Conference Fund.

3391 **4. Obligations and Conditions**

3392 Acceptance of a sabbatical leave entails the following obligations and conditions:

3393 1. A faculty member who is granted a sabbatical may not undertake remunerative
3394 employment during the term during which the sabbatical is granted unless such
3395 an assignment is considered essential to the sabbatical project and is approved
3396 in writing by the Provost and Dean. While College policy does not prohibit
3397 faculty who are awarded external grants from earning more than their base
3398 salary, some funders may have such provisions, which Dickinson honors.

3399 2. A faculty member granted a sabbatical is expected to return to their teaching at
3400 the College for at least one academic year subsequent to the sabbatical unless
3401 the faculty member and the Provost and Dean make other arrangements by
3402 written agreement, or the faculty member is prevented by documented illness or
3403 disability from returning.

3404 3. A faculty member returning from leave will make a full written report of the
3405 leave activities to the Research and Development Committee and Provost and
3406 Dean's Office following their return. The report will be made available by the
3407 Provost and Dean's Office for consideration when subsequent requests for
3408 sabbatical are received from the faculty member.

- 3409 4. To maximize the opportunity to focus on the sabbatical leave activity, faculty
3410 may not normally serve as the instructor of record for a Dickinson course while
3411 on leave (including advising, independent studies, directed readings, and
3412 internships) or engage in service activities without the written approval of the
3413 Provost and Dean.
- 3414 5. The period of sabbatical leave will be counted as time in rank at the College for
3415 purposes of promotion in rank and salary increase.
- 3416 6. A faculty member whose approved sabbatical plans change in any material
3417 respect, including the length of leave or the scope of the approved project, are
3418 expected to notify the Department Chair, Provost and Dean, and the Faculty
3419 Personnel Committee in writing, no later than 30 calendar days prior to the start
3420 of the affected semester. Minor adjustments to the approved project need not
3421 be pre-approved but must be disclosed in the Post-Sabbatical Report, while
3422 substantial changes, such as a shift in the primary leave focus, should be shared
3423 with and approved by the committee that reviewed the original application
3424 before taking effect. Failure to provide timely notification may be considered in
3425 the review of the Post-Sabbatical Report and in any future sabbatical application.

3426 **B. External Grants and Fellowships**

3427 Faculty are encouraged to apply for government and foundation funding to support
3428 individual scholarly and creative work as well as other institutional priorities. Interested
3429 faculty should contact the Sponsored Projects Office as early in the application
3430 cycle/process as possible. It is particularly important that faculty members work with the
3431 Sponsored Projects Office on grants that require matching funds from the College. See the
3432 website of the Sponsored Projects Office for additional information and guidelines.

3433 **C. Dean's Faculty Research Fund**

3434 The Dean's Faculty Research Fund supports attendance at professional conferences,
3435 including when the faculty member is not presenting. Funds can also be used for research
3436 expenses outside of conference attendance on things such as professional association
3437 memberships; journal or other subscriptions; purchase of data sets, sample analysis, art
3438 supplies, or other research materials and consumables; research travel; compensation for
3439 research subjects; leadership development materials and opportunities; and books and
3440 other materials related to pedagogical development or curricular innovation. Finally, these
3441 funds may also be used in combination with a Research and Development Award if the
3442 expenses exceed the limits of that award. An amount is provided annually to faculty
3443 members and the funds may accumulate for up to three years, after which time any unused
3444 portion will be returned to the College's general fund.

3445 **D. Research and Development Committee Awards**

3446 All tenure-line, lecturer, emeritus/a, visiting faculty, and instructional personnel are eligible
3447 to apply for Research and Development Committee support. Adjunct faculty are eligible to
3448 apply for funds in proportion to their teaching responsibilities. The committee annually sets
3449 the limits for funds receivable by an individual in that fiscal year. Grants are made for
3450 scholarly and creative projects, sabbatical support, professional development projects,
3451 travel to present, dissertation completion, and publication costs. Funds are also available
3452 for faculty to hire students as research assistants and/or collaborators. The guidelines and
3453 application deadlines are available on Research and Development Committee's website.

3454 **XII. Faculty Salary**

3455 Shared governance at Dickinson means that the faculty salary pool is allocated as part of the
3456 annual operating budget of the College following the process undertaken by the Resources and
3457 Planning Committee.

3458 Each Spring, the Faculty Personnel Committee will make strategic recommendations to the
3459 Senior Associate Provost of Academic Affairs, who will collaborate with the Provost and Dean
3460 on the allocation of the faculty salary pool as guided by the following principles:

- 3461 • Benchmarking tenure-line series salaries by rank to a peer group, which is the AAUP IIB;
- 3462 • Setting lecturer and visiting faculty salaries to a proportion of Dickinson College
3463 assistant professors appointed the tenure-line series;
- 3464 • Setting senior lecturer faculty salaries to a proportion of Dickinson College associate
3465 professors appointed the tenure-line series;
- 3466 • Rejecting merit raises;
- 3467 • Avoiding compression within and between ranks; and
- 3468 • Obtaining equity of salaries across disciplines.

3469 The Senior Associate Provost of Academic Affairs will provide an annual report to the Faculty
3470 Personnel Committee, the Resources and Planning Committee, and the Faculty Meeting. The
3471 report shall include:

- 3472 • How tenure-line series salaries compare to the external AAUP IIB benchmark;
- 3473 • How lecturer-series and visiting-line series salaries compare to tenure-track series
3474 salaries;
- 3475 • The degree to which compression exists both within and between ranks; and
- 3476 • The degree to which salaries across disciplines are equitable at each rank.

3477 The Faculty Personnel Committee will also periodically, approximately every four to six years,
3478 review faculty salaries with an eye toward equity and fairness.

3479 Absent universal attainment of the benchmark across all faculty ranks and series, the Resources
3480 and Planning Committee will report to the Faculty Meeting on the annual operating budget
3481 process and College's progress toward the stated benchmark.

3482 Individual faculty members receive an annual letter regarding their salary prior to the start of
3483 each new fiscal year. If a faculty member believes there is an error in their salary letter, they
3484 may appeal to the Faculty Personnel Committee and Senior Associate Provost of Academic
3485 Affairs for review and reconsideration.

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3487 **XIII. Faculty Separation and Disciplinary Sanctions**

3488 **A. Resignation**

3489 If a member of the faculty desires to terminate an existing appointment, they shall give
3490 written notice to the Provost and Dean by April 15 for the next academic year. Normally,
3491 mid-year resignations are not appropriate. A faculty member may properly request from
3492 the Department Chair and the Provost and Dean a waiver of this requirement in case of
3493 hardship or in a situation where the faculty member would otherwise be denied substantial
3494 professional advancement.

3495 **B. Retirement**

3496 There is no mandatory retirement age. A person’s “retirement year” is defined as
3497 concluding on June 30th of the year they choose to retire. Faculty members who
3498 contemplate retiring from the College faculty effective the beginning of the subsequent
3499 academic year are requested to notify the Provost and Dean of College in writing by April
3500 15th.

3501 **C. Phased Retirement**

3502 A phased retirement plan is available for tenured faculty and senior lecturers who are 55
3503 years and older, and who have at least ten years of service. Participation is voluntary and is
3504 governed by the College’s Phased Retirement Program Policy, as administered by Human
3505 Resource Services. The following summarizes key features of the program:

- 3506 1. Faculty may choose to reduce their teaching load by either one or two courses over
3507 one to three years before retiring. They are also released from student advising and
3508 committee service. The faculty member is fully retired at the end of the period of
3509 phased retirement.
- 3510 2. Salary is reduced proportionally to the faculty member’s original teaching load and
3511 annual salary.
- 3512 3. The College pays for a faculty member’s health insurance and life insurance until
3513 retirement (up to three years).
- 3514 4. Other benefits continue until the faculty member’s retirement and are pro-rated to
3515 the reduced teaching load and salary.
- 3516 5. Participation in the program is voluntary and subject to the approval of the Provost
3517 and Dean.
- 3518 6. While participating in the Phased Retirement Program, the faculty member remains
3519 subject to all College policies applicable to faculty, including those governing
3520 performance evaluation, discipline, dismissal for cause, and termination.

3521 7. During phased retirement, the faculty member remains a voting member of the
3522 Faculty Meeting.

3523 8. Program applications are due no later than April 1st of the Spring semester prior to
3524 the academic year in which the faculty member wishes to begin the reduced
3525 teaching load.

3526 More detailed information is available from Human Resource Services.

3527 **D. Non-Renewal of an Appointment**

3528 Non-reappointment is a method by which the College concludes its employment
3529 relationship with a tenure-track or lecturer series faculty member at the end of a renewable
3530 appointment contract term. This decision may arise from changing needs within the
3531 department or the College as a whole and does not necessarily reflect on the faculty
3532 member's performance. However, inadequate performance of the faculty member's
3533 appointment responsibilities may also result in non-reappointment.

3534 When a decision not to renew an appointment has been reached, the faculty member will
3535 be provided written notice by the Provost and Dean in accordance with the notice
3536 provisions in D.1 below.

3537 **1. Notice of Non-Renewal of an Appointment**

3538 Written notice of renewal or non-renewal of an appointment (or salary in lieu of
3539 notice) will be given to tenure-track and lecturer series faculty in advance of the
3540 expiration of that person's appointment, according to the following minimum periods:

3541 a. Not later than March 1 of the first academic year of service, if the appointment
3542 expires at the end of that year; or, if a one-year appointment terminates during
3543 an academic year, at least three months in advance of its termination.

3544 b. Not later than December 15 of the second academic year of service, if the
3545 appointment expires at the end of that year; or, if an initial two-year
3546 appointment terminates during an academic year, at least six months in
3547 advance of its termination.

3548 c. At least twelve months before the expiration of an appointment after two or
3549 more years of service at Dickinson College.

3550 The above notice standards do not apply to tenure-track and lecturer series faculty who
3551 have been issued a terminal contract, adjunct, or visiting faculty. Contracts for these
3552 faculty members are issued for a term of employment and carry no renewal rights,
3553 including, but not limited to, any right to notice of non-reappointment.

3554 **E. Dismissal Procedures for Adequate Cause**

3555 Dickinson College endorses the principles articulated in the *Procedural Standards in*
3556 *Faculty Dismissal Proceedings* approved by the American Association of University
3557 Professors in November 1957 and by the Association of American Colleges in January
3558 1958, commonly called *The 1958 Statement*. These are embodied in the definitions
3559 and procedures which follow.

3560 **1. Definition of Adequate Cause**

3561 Adequate cause for a dismissal will be related, directly and substantially, to the fitness
3562 of the faculty member in their professional capacity as a teacher or researcher.
3563 Dismissal will not be used to restrain faculty members in their exercise of academic
3564 freedom or of other rights as American citizens.

3565 Examples of conduct that may call into question the fitness of a faculty member in
3566 their professional capacity as a teacher or researcher include, but are not limited to:

- 3567 a. Serious or persistent failure to meet a faculty responsibility stated elsewhere
3568 in this Handbook (and not handled through regular faculty reviews), including
3569 sustained incompetence of the performance of professional responsibilities.
- 3570 b. Serious or persistent failure to comply with the terms of a faculty member's
3571 contract or letter of appointment or failure to comply with applicable
3572 department, program, or College policies.
- 3573 c. Conduct that seriously and demonstrably impairs department, program, or
3574 College functioning (e.g., academic misconduct, falsification or
3575 misrepresentation of professional credentials, employment record, or
3576 accomplishments, etc.).
- 3577 d. Conviction of a felony or other misconduct which directly and substantively
3578 impacts the fitness of the faculty member in their discharge of professional
3579 responsibilities.

3580 Note: Allegations of sexual or gender-based misconduct are initially investigated
3581 pursuant to the College's Sexual Harassment and Misconduct Policy.

3582 **2. Preliminary Procedures Prior to Initiating Dismissal Proceedings**

3583 Dismissal of a faculty member with tenure, or of a faculty member before the end
3584 of the specified appointment term, will be preceded by:

- 3585 a. Discussions between the faculty member and the President, advised by the
3586 Provost and Dean, looking toward a mutual settlement. At the President's
3587 discretion, further investigation into the issue(s) may be conducted by
3588 appropriate College staff or external agents to inform this process. However,
3589 before any additional steps are taken, the President will provide the faculty

3590 member a reasonable opportunity to respond to any information that could
3591 be considered adequate cause for dismissal.

3592 b. Failing such a settlement, informal inquiry by a committee formed insofar as
3593 practicable of past members of the Appeals Committee. This committee may,
3594 failing to effect a recommendation that leads to a settlement acceptable to
3595 the faculty member and to the President, determine whether in its opinion
3596 dismissal proceedings should be undertaken, without its opinion being
3597 binding upon the President.

3598 c. A statement of charges, framed with reasonable particularity by the
3599 President with the advice of the Provost and Dean.

3600 **3. Hearing Rights**

3601 A dismissal, as defined in E.1 above, will be preceded by a statement of reasons,
3602 and the individual concerned will have the right to be heard initially by the
3603 Appeals Committee. Members deeming themselves disqualified for bias or
3604 interest shall remove themselves from the case, either at the request of a party or
3605 on their own initiative. Each party will have one challenge without stated cause.

3606 **4. Mandatory Leave**

3607 Pending an ultimate determination of their status through the College's hearing
3608 procedures, the faculty member may be placed on a leave of absence with pay by
3609 the President or assigned to other duties in lieu of leave, if any of the following
3610 conditions are met: the faculty member poses an immediate threat of harm to
3611 themselves or others; the faculty member is substantially unable to perform their
3612 duties on campus; or the faculty member's presence on campus substantially
3613 interferes with the normal operations of the College.

3614 Before placing a faculty member on leave, the President or the President's
3615 designee will consult with the Provost and Dean and the Appeals Committee
3616 concerning the propriety, the length, and other conditions of the leave. Salary will
3617 continue during the period of the leave.

3618 **5. Pre-Hearing Meeting**

3619 The Appeals Committee may, with the consent of the parties concerned, hold joint
3620 pre-hearing meetings with the parties in order to (a) simplify the issues, (b) effect
3621 stipulations of facts, (c) provide for the exchange of documentary or other
3622 information, and (d) achieve such other appropriate pre-hearing objectives as will
3623 make the hearing fair, effective, and expeditious.

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6. Hearing Procedures

- a. Service of notice of hearing with specific charges in writing will be made at least twenty days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing.
 - i. If the faculty member waives a hearing or fails to attend the hearing without reasonable cause, but denies the charges or asserts that the charges do not support a finding of adequate cause, the Appeals Committee will evaluate available evidence and rest its recommendation upon the evidence in the record.
 - ii. If the faculty member waives their right to a hearing and does not deny the charges or assert that the charges do not support a finding of adequate cause, the President will issue a written notice indicating the effective date of dismissal. The dismissal will take effect as stated in the notice, and the faculty member will have forfeited all rights to a hearing or appeal.
- b. The Appeals Committee, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing should be made public or private.
- c. During the proceedings, the faculty member will be permitted to have an academic advisor or counsel of their own choice and expense.
- d. At the request of either party or the Appeals Committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.
- e. A verbatim record of the hearing or hearings will be taken and a copy will be made available to the faculty member without cost, at the faculty member's request.
- f. The burden of proof that adequate cause exists rests with Dickinson College and shall be satisfied only by clear and convincing evidence in the record considered as a whole.
- g. The Appeals Committee will grant adjournments to enable either party to investigate evidence to which a valid claim of surprise is made.
- h. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the Appeals Committee in securing witnesses and making available documentary and other evidence.
- i. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require

- 3663 admission of their statements, the committee will identify the witnesses,
3664 disclose their statements, and if possible provide for interrogatories.
- 3665 j. In the hearing of charges of incompetence, the testimony shall include that
3666 of qualified faculty members from Dickinson or other institutions of higher
3667 education.
- 3668 k. The Appeals Committee will not be bound by strict rules of legal evidence,
3669 and may admit any evidence which is of probative value in determining the
3670 issues involved. Every possible effort will be made to obtain the most
3671 reliable evidence available.
- 3672 l. The findings of fact and the decision will be based solely on the hearing
3673 record.
- 3674 m. The President, Provost and Dean, and faculty member will be notified of the
3675 decision in writing and will be given a copy of the record of the hearing.
- 3676 n. If the Appeals Committee concludes that adequate cause for dismissal has
3677 not been established by the evidence in the record, it will so report to the
3678 President. If the President rejects the report, the reasons for doing so shall
3679 be stated in writing and provided to the Appeals Committee, the faculty
3680 member, and the Provost and Dean. There shall be an opportunity for
3681 response before the President transmits the case to the Board of Trustees.
3682 If the Appeals Committee concludes that adequate cause for a dismissal has
3683 been established, but that an academic penalty less than dismissal would be
3684 more appropriate, it will so recommend, with supporting reasons.
- 3685 o. If dismissal or suspension is recommended, the President will, on written
3686 request of the faculty member, transmit to the Board of Trustees the record
3687 of the case.
- 3688 i. The faculty member must submit the request within seven calendar
3689 days of receiving the Appeal Committee's decision.
- 3690 ii. If the faculty member does not submit a timely request for review by
3691 the Board of Trustees, the President will issue a written notice to the
3692 faculty member indicating the final decision. If the President imposes
3693 dismissal or suspension, the effective date of the dismissal or sanction
3694 will be as stated in the notice, and the faculty member will have
3695 forfeited all rights to further appeal.
- 3696 p. The Board of Trustees review will be based on the record of the Appeals
3697 Committee hearing, and it will provide opportunity for argument, oral or
3698 written or both, by the principals at the hearings or by their
3699 representatives. The decision of the Appeals Committee will either be
3700 sustained, or the proceeding returned to the committee with specific
3701 objections. The committee will then reconsider, taking into account the
3702 stated objections and receiving new evidence if necessary. The Board of

3703 Trustees will make a final decision only after study of the committee's
3704 reconsideration.

3705 q. Except for such simple announcements as may be required, covering the
3706 time of the hearing and similar matters, public statements and publicity
3707 about the case by the faculty member, the Appeals Committee, or
3708 administrative officers will be avoided so far as possible until the
3709 proceedings have been completed, including consideration by the Board of
3710 Trustees.

3711 **F. For Sanctions Other Than Dismissal or Suspension**

3712 The College recognizes the need for clear procedures to address faculty misconduct that,
3713 while not rising to the level of dismissal, nonetheless warrants formal sanction.

3714 “Faculty misconduct” includes but is not limited to:

- 3715 a. Serious or persistent failure to meet a faculty responsibility stated elsewhere in this
3716 Handbook (and not handled through regular faculty reviews), including sustained
3717 incompetence of the performance of professional responsibilities.
- 3718 b. Serious or persistent failure to comply with the terms of a faculty member’s contract
3719 or letter of appointment or failure to comply with applicable department, program,
3720 or College policies.
- 3721 c. Conduct that seriously and demonstrably impairs a department, program, or College
3722 function.

3723 Note: Allegations of sexual or gender-based misconduct are investigated pursuant to the
3724 College’s Sexual Harassment and Misconduct Policy.

3725 Faculty conduct concerns may be raised through a variety of institutional channels,
3726 including but not limited to the Faculty Personnel Committee (FPC), the Provost and Dean,
3727 the Senior Associate Provost for Academic Affairs, Human Resource Services, the Bias
3728 Education & Response Team (BERT), or the Title IX Office.

3729 In all other cases, the procedures outlined in this section govern the consideration,
3730 imposition, and appeal of sanctions short of dismissal. These sanctions fall into two
3731 categories:

- 3732 • **Category 1 sanctions** apply to cases of sufficiently grave misconduct that may
3733 warrant suspension of job activities, with or without pay, but do not constitute
3734 adequate cause for dismissal.
- 3735 • **Category 2 sanctions** apply to less severe, but still serious, misconduct that may
3736 justify formal reprimand, restrictions on professional activity, reduction in pay,
3737 demotion, or similar penalties.

3738 The imposition of such sanctions will depend on the nature, severity, and frequency of the
3739 conduct at issue.

3740 **1. Category 1 Sanctions**

3741 If the Provost and Dean, in consultation with the Faculty Personnel Committee,
3742 determines that the conduct of a faculty member, although not constituting adequate
3743 cause for dismissal, is sufficiently grave to justify imposition of a Category 1 sanction
3744 (including but not limited to suspension of all job activities, with or without pay, for a
3745 specified period of time), the Provost and Dean may initiate a proceeding in accordance
3746 with the procedures outlined in Section XI.E above.

3747 **2. Category 2 Sanctions**

3748 When it comes to light that the conduct of a faculty member may constitute adequate
3749 cause to justify a Category 2 sanction (including but not limited to a formal reprimand;
3750 prohibition from participating in specified departmental, College and/or professional
3751 activities; reduction in pay; demotion; and/or removal from an endowed or named
3752 chair), the following procedures will be followed:

- 3753 a. The Faculty Personnel Committee gathers information about the alleged conduct
3754 violations, including relevant documented history of similar conduct by the
3755 faculty member, and the Provost and Dean informs the faculty member in
3756 question of the nature and presence of an investigation. At the Faculty Personnel
3757 Committee’s discretion, appropriate College staff or external agents may be
3758 utilized to assist the information gathering process.
- 3759 b. If, after gathering relevant information, the Faculty Personnel Committee
3760 believes a Category 2 sanction is warranted, they will recommend that a sanction
3761 be imposed as well as what the sanction should be to the Provost and Dean.
- 3762 c. The Provost and Dean will transmit, in writing, to the faculty member, the
3763 pertinent details of the faculty member’s alleged conduct, including (i) any
3764 relevant documented history of similar conduct by the faculty member, (ii) the
3765 findings of any relevant investigations, (iii) any previous sanctions imposed on
3766 the faculty member, and (iv) the Category 2 sanction to be imposed.
- 3767 d. The faculty member may respond in writing to the proposed sanction within ten
3768 business days of receiving the Provost and Dean’s letter outlining the pertinent
3769 details of the faculty member’s conduct. In this communication, the faculty
3770 member may request both reconsideration by the Faculty Personnel Committee
3771 and a meeting with the Faculty Personnel Committee; the meeting will be
3772 honored whenever possible.
- 3773 e. Within ten business days, the Faculty Personnel Committee will determine
3774 whether reconsideration is justified. If reconsideration is granted, the letter in c)

3775 above will be amended to reflect that finding. If reconsideration is denied, the
3776 sanction is imposed and documented in the faculty member's personnel file.

3777 f. If the sanctioned faculty member wishes to appeal the sanction, they may do so
3778 in writing to the Appeals Committee within five business days, under the
3779 procedures provided in the Faculty Grievance Policy in Chapter Four, Section V.C.
3780 Grounds for an appeal shall be limited to (i) an alleged violation of academic
3781 freedom, (ii) an alleged procedural violation, or (iii) an alleged discriminatory
3782 action.

3783 The time frames in this policy are intended by the College to be followed in all instances.
3784 Nevertheless, extraordinary circumstances may occur in which variation is necessary. The
3785 Provost and Dean may grant requests for such variances from the Chair of the Faculty
3786 Personnel Committee or faculty member.

3787 **G. Termination of Appointment for Special Reasons**

3788 Termination is a severance action by which the College ends the appointment of a tenured
3789 faculty member or a non-tenured faculty member before the end of a specified contract term
3790 without prejudice as to the faculty member's performance.

3791 In all cases of termination of a faculty appointment for special reasons, the final decision rests
3792 with the President unless the faculty member chooses to appeal the decision for an ultimate
3793 review by the Board of Trustees.

3794 Reasons for termination of an appointment for special reasons are:

3795 **1. Financial Exigency**

3796 Termination of a faculty appointment with tenure or an appointment before the
3797 end of a specified contract term may occur under extraordinary circumstances
3798 because of a demonstrably *bona fide* financial exigency.

3799 a. Definitions and procedures related to financial exigency and therefore to
3800 the conditions necessary for termination of a faculty member are
3801 described in "The Response of Dickinson College to Financial Exigency,"
3802 (see the Appendix of this Handbook).

3803 b. If on the basis of decisions made in accord with these procedures, the
3804 President issues notice to a particular faculty member of an intention to
3805 terminate the appointment because of financial exigency, the faculty
3806 member may request a hearing before the Appeals Committee. The
3807 hearing need not conform in all respects with a proceeding conducted
3808 pursuant to Section XIII.E, but the essentials of an on-the-record
3809 adjudicative hearing will be observed. The issues in this hearing may

- 3810 include:
- 3811 i. Whether the procedures outlined in “The Response of Dickinson
3812 College to Financial Exigency” have been followed. The substance
3813 of the declaration of exigency, if arrived at by following these
3814 procedures, cannot itself be called into question.
- 3815 ii. Whether the exigency criteria that have been developed are being
3816 properly applied in the individual case.
- 3817 iii. The administration shall bear the burden of demonstrating, by a
3818 clear and convincing evidentiary standard, that the procedures for
3819 declaring the financial exigency were followed and that the
3820 financial exigency criteria were properly applied in the individual
3821 case.
- 3822 c. At the conclusion of this hearing, if the Appeals Committee concludes
3823 that procedures have not been followed or criteria properly applied, it
3824 shall report this to the President, indicating the Committee's reasoning.
- 3825 d. The President will then decide whether or not to terminate the faculty
3826 member's appointment.
- 3827 e. If the President's decision is at odds with the position of the Appeals
3828 Committee, the President will indicate that decision to the Committee
3829 and to the faculty member, in writing and with reasons, and will provide
3830 an opportunity for further response before transmitting the decision to
3831 the Board of Trustees. This decision will also be reported to the faculty
3832 member, and to the Faculty Meeting (but only if the faculty member in
3833 question requests it).
- 3834 f. Before terminating a faculty appointment because of financial exigency,
3835 the College, with participation by the Faculty Personnel Committee, will
3836 make a *bona fide* effort to place the faculty member concerned in
3837 another appropriate faculty position within the institution.
- 3838 g. In all cases of termination of a faculty appointment because of financial
3839 exigency, the faculty member concerned will be given notice or severance
3840 salary not less than prescribed in Section XIII.D.1.
- 3841 h. In all cases of termination of a faculty appointment because of financial
3842 exigency, the place of the faculty member concerned will not be filled by
3843 a replacement within a period of five years, unless the released faculty
3844 member has been offered reinstatement and thirty days in which to
3845 accept or decline the offer.

3846 **2. Formal Discontinuance of a Program or Department of Instruction**

3847 Termination of a faculty appointment with tenure or an appointment before the end

3848 of a specified contract term may occur apart from situations of financial exigency as a
3849 result of a *bona fide* formal discontinuance of a program or department of instruction.
3850 The following standards and procedures will apply.

- 3851 a. The decision to formally discontinue a program or department of instruction
3852 apart from situations of financial exigency will be based upon educational
3853 considerations, as determined primarily by the Academic Program and
3854 Standards Committee and a vote of the Faculty Meeting, in consultation with
3855 the President and the Provost and Dean. Educational considerations do not
3856 include cyclical or temporary variations in enrollment. Rather, they must reflect
3857 the long-range judgment that the educational mission of the College as a whole
3858 will be enhanced by the discontinuance. The decision to formally discontinue a
3859 program or department of instruction apart from situations of financial
3860 exigency is subject to final approval by the Board of Trustees.
- 3861 b. For purposes of this policy, the terms “program” and “department” designate a
3862 department or interdisciplinary program that offers major and/or minors or a
3863 related cluster of credit-bearing courses that constitute a coherent body of
3864 study within a discipline or set of related disciplines.
- 3865 c. Before a resolution of discontinuance is brought to the Faculty Meeting for
3866 action, faculty members in the department or program in question shall be
3867 given an opportunity to argue their case before the Academic Program and
3868 Standards Committee. Action by the Faculty Meeting to discontinue a program
3869 or department cannot be appealed nor the vote reconsidered for a minimum
3870 of five years unless those faculty dismissed as a result of the discontinuance
3871 are all offered reappointment.
- 3872 d. Before the President issues notice to a faculty member of the intention to
3873 terminate an appointment because of the formal discontinuance of a program
3874 or department of instruction apart from situations of financial exigency, the
3875 College will make a *bona fide* effort to place the faculty member concerned in
3876 another appropriate faculty position. If no such position exists within the
3877 institution, the faculty member's appointment then may be terminated, but
3878 only with one year's advance notice of termination, plus provision for at least
3879 one year's salary and fringe benefits in severance pay (or an alternative
3880 financial arrangement mutually acceptable to the faculty member and the
3881 College).
- 3882 e. If the President issues notice to a faculty member of the intention to terminate
3883 that appointment because of the formal discontinuance of a program or
3884 department of instruction apart from situations of financial exigency, the
3885 faculty member may request a hearing before the Appeals Committee. The
3886 hearing, and recommendations and decisions resulting therefrom, shall follow
3887 the same procedures outlined in Section XIII.G.I(b) except that the sole issue in
3888 the hearing shall be whether due process was provided the individual. The

3889 decision regarding the formal discontinuance will be considered presumptively
3890 valid, but the burden of proof on other issues will rest on the administration.

3891 **3. Termination for Reasons of Health**

3892 Termination of a faculty appointment with tenure or an appointment before the end
3893 of a specified contract term may occur for reasons of health, physical or mental,
3894 provided there is clear and convincing medical documentation that the faculty
3895 member cannot continue to fulfill the terms and conditions of the appointment. The
3896 decision to terminate will be made by the President only after appropriate
3897 consultation has occurred among the Provost and Dean, Human Resource Services,
3898 General Counsel, the Faculty Personnel Committee, and the faculty member's
3899 department chair. Before a final decision is reached, the faculty member concerned,
3900 or someone representing the faculty member, must be informed of the basis of the
3901 proposed action and afforded an opportunity to present their position and respond. If
3902 the faculty member so requests, the medical documentation will be reviewed by the
3903 Appeals Committee before a final decision is made. In the event that the faculty
3904 member's appointment is terminated for reasons of health, the person's salary and all
3905 fringe benefits will continue for an amount not less than the amount prescribed in
3906 Section XIII.D.1 or until such time as long-term disability insurance payments become
3907 effective.

30 Chapter Five – Faculty Payroll, Benefits, and Leaves

3909 NOTE: A full description of the employee compensation, benefits, and leaves available to
3910 eligible employees, including faculty, may be found in the Employee Handbook located on
3911 Gateway. While every effort has been made to provide accurate benefit summaries, in cases of
3912 discrepancy between the summary and the actual plan documents, the plan documents will
3913 govern. Summary Plan Documents (SPDs) are available in Human Resource Services and on the
3914 College’s website.

3915 I. Payroll Policies

3916 Faculty are paid on a semi-monthly basis on the fifteenth and the last day of the month. Refer
3917 to the Employee Handbook for additional compensation policies applicable to all employees.

3918 II. Faculty Benefits

3919 Fringe benefits are available to full-time faculty as outlined in the Employee Handbook and on
3920 the Human Resource Service website. Please note that the College’s retirement contributions
3921 have a one-year waiting period. This waiting period is waived if the employee is employed prior
3922 to joining Dickinson and is 100% vested in a qualified retirement plan (see the Employee
3923 Handbook). Contact Human Resources Services for how fringe benefits apply during leaves of
3924 absence.

3925 While it is the intent of the College to continue current fringe benefit plans, the College
3926 reserves its right to amend benefit coverage at any time as approved by the Board of Trustees.
3927 The Benefits subcommittee of the Committee on Planning and Budget will be consulted with
3928 respect to proposed benefit changes and notified of actual changes.

3929 A. Tuition Benefits

3930 Full-time faculty members are eligible tuition benefits offered by the College, which include
3931 tuition remission, tuition assistance, and participation in tuition exchange programs. Specific
3932 eligibility criteria, tuition benefits levels, application procedures, and conditions are outlined on
3933 the Human Resource Services Benefits webpage. Faculty are encouraged to contact Human
3934 Resource Services for the most current information and applicable forms.

3935 III. Faculty Leave Programs

3936 Below are personal leave policies that accrue specifically to eligible members of the faculty.
3937 Policies regarding the various leaves available to all eligible employees of the College, including
3938 faculty, are described in the Employee Handbook. Such policies include bereavement;
3939 community service; emergency leave, Family and Medical Leave Act (FMLA); holidays, jury and
3940 witness duty, and military service.

3941 **A. Unpaid Faculty Leaves of Absence**

3942 Leaves of absence without pay and apart from their role within a sabbatical or development
3943 leave package are available to Dickinson College faculty. Any of the following reasons are
3944 legitimate:

- 3945 1. For scholarly study and research.
- 3946 2. For teaching or serving in an appropriate professional position at another institution.
- 3947 3. For personal reasons, such as rearing children (after the expiration of Family and
3948 Medical Leave or Parental Leave) or exploring other career possibilities.

3949 Just as with sabbatical and development leaves, a request must be submitted in writing to
3950 the Provost and Dean and the Faculty Personnel Committee. The request must include a full
3951 description of the nature of the proposed leave and the reasons for it; a department impact
3952 letter from one's department chair must accompany the request. The submission date is
3953 November 1 for the subsequent fall term or full academic year; May 1, for the subsequent
3954 spring term. Unpaid leaves of absence have a lower priority than sabbatical leaves. Approval
3955 depends on a judgment that the leave will not be harmful to the College's academic
3956 program.

3957 Leaves of absence are normally granted by the Provost and Dean for one semester or one
3958 year, but under unusual circumstances may be approved for up to two years. Requests for
3959 extensions beyond the time period originally approved require reapplication through the
3960 procedures described above. The year in which a one-semester leave of absence is taken
3961 will be counted in the probationary period for non-tenured faculty. Two accumulated
3962 semesters of leave or a full year's leave will not be counted.

3963 Continuation of benefits is dependent upon the individual requirements of the applicable
3964 benefit plan. Faculty contemplating applying for unpaid leave are encouraged to contact
3965 Human Resource Services to discuss benefit eligibility and other related matters prior to
3966 submission of the leave request.

3967 Faculty members are relieved of their obligations to the College during the leave, including
3968 teaching, advising, and service assignments. They are expected, however, to respond to
3969 Department Chair's and Provost and Dean's Office emails related to their return to the
3970 College.

3971 All applicable leave time will be applied in conjunction with any qualified Family and
3972 Medical Leave (FMLA).

3973 **B. Parental Leave**

3974 Full-time faculty employed at Dickinson for at least twelve months preceding the birth or
3975 adoption of a child are eligible for paid parental leave in accordance with the College's
3976 Parental Leave Policy. Specific eligibility criteria and leave duration are set forth in the
3977 Parental Leave Policy, as well as on the Human Resource Services Parental Leave Resources
3978 webpage.

3979 Details regarding course release equivalencies and timing for all categories of parents are
3980 outlined below:

3981 **Faculty Course Release Equivalency and Timing**

3982 For birth parents:

3983 A full twelve-week paid leave benefit [six weeks Medical Leave plus six weeks Bonding
3984 Leave] shall be considered equivalent to a two-course release for faculty who contribute
3985 five courses per year and a three-course release for faculty who contribute six courses per
3986 year. This applies to all births, whether they occur during semesters, between semesters, or
3987 during the summer. In many cases, the birth parent may prefer to use all course releases at
3988 one time, to release them from teaching, service, and advising responsibilities for an entire
3989 semester. Alternatively, a birth parent might choose to distribute the course releases across
3990 the semester of the birth and in the subsequent semester. Both options are available,
3991 though if the course releases are sequenced across two semesters, service and advising
3992 relief apply to the first semester (when the birth occurred) but not the second.

3993 For non-birth parents and adoptive parents:

3994 A six-week paid bonding leave benefit shall be considered equivalent to a one-course
3995 release. Faculty have flexibility about when they take this course release, as long as the
3996 semester in which the course release is taken ends within twelve months of the birth or
3997 adoption.

3998 Returning from leave:

3999 As with faculty who take other types of medical leave, all categories of parents may also
4000 request a one course release in the semester that follows the leave. In such cases, pay will
4001 be reduced at the rate of an adjunct salary for course replacement.

4002 As a reminder, employees who utilize the paid leave benefits under this system may be
4003 eligible for additional unpaid time through FMLA.

4004 **C. Leave, Tenure and Promotion to Senior Lecturer Timeline**

4005 Tenure-track faculty and lecturers will have their time to tenure or promotion halted for the
4006 year in which the leave is taken in the following cases: professional leave for an academic

4007 year or semester, parental leave of six weeks or longer, and medical leave of six weeks or
 4008 longer.

4009 Faculty members taking leave in any of the aforementioned categories may request that the
 4010 timeline not be halted for the academic year in which leave is taken. Such requests will be
 4011 honored by the College. For professional leave, the request to continue the movement of
 4012 the tenure or promotion timeline must be made before the beginning of the leave and in
 4013 writing. In the case of parental or medical leave, however, the request may be made in
 4014 writing at any time until the end of the leave period.

4015 In the case of parental or medical leave for less than six weeks, the tenure or promotion
 4016 timeline will continue. Requests to halt the timeline in such cases should be made to the
 4017 Faculty Personnel Committee, which has the authority to accept or deny the request.

	Leave of Absence (1 year or 1 semester)	Medical or Parental Leave (6 weeks or longer)	Medical or Parental Leave (less than 6 weeks)
Is default policy to stop the timeline?	Yes	Yes	No
Is a request to differ from default policy honored without question?	Yes	Yes	No (the faculty member may make a case to Faculty Personnel Committee)

4018

4019 **D. Medical Leave (Short-term Disability)**

4020 A faculty member has the right to a leave of absence for medical reasons. The leave is
 4021 with full pay for up to six months, during which the employee may apply for benefits
 4022 under the College’s long-term disability program. Determinations on long-term disability
 4023 are at the discretion of the insurance carrier. The leave is requested through Human
 4024 Resource Services in accordance with the College’s Family and Medical Leave Act Policy.
 4025 The leave may involve reduced College activities or none at all, depending on the
 4026 severity of the medical problem. The Provost and Dean in consultation with the person’s
 4027 department will work out arrangements for covering their responsibilities during this
 4028 period. A written statement from the attending physician indicating that the person is
 4029 able to return to full-time work will terminate the medical leave, recognizing that in
 4030 many cases this cannot occur or occur fully in the middle of a semester. Regardless of
 4031 when the attending physician indicates when a faculty member can return to full-time
 4032 work, the department, in consultation with the Provost and Dean, will decide when it is
 4033 appropriate to resume teaching duties.

4034 All applicable leave time will be applied in conjunction with any qualified Family and
4035 Medical Leave (FMLA).

4036 **E. Fringe Benefit Eligibility During Sabbaticals or Leaves**

4037 The continuation of benefits during periods of faculty leave depends on the type of leave
4038 granted.

4039 **1. For Those on Sabbatical Leave** The College's contribution to retirement will be
4040 continued at the same percentage of the full annual base salary. All other fringe
4041 benefits, except long term disability, normally paid by or subsidized by the College
4042 will be continued, including the Dean's Faculty Conference Fund.

4043 **2. For Those on Leave of Absence Without Compensation:** The College's contribution
4044 to retirement will be continued for one year at the same percentage of the full
4045 annual base salary which would have been paid the employee had he or she not
4046 been on leave, providing the employee is not on a private or public grant which
4047 contributes full or partial payment of retirement benefits while on leave. If partial
4048 payment of retirement benefits is received, the College will pay an amount equal to
4049 the difference.

4050 **F. Additional Guidelines**

4051 Please refer to the Faculty Personnel Committee's webpage for additional guidelines related
4052 to timing of leaves, sabbatical, and the academic calendar.

4053

APPENDIX

4055 I. The Response of Dickinson College to Financial Exigency

4056 *Approved by the Board of Trustees on January 26, 1985; the Faculty Meeting approved the "Response" document in*
4057 *November 1983.*

4058 **WHEREAS** the Board of Trustees is responsible in accord with the Charter and By-Laws of
4059 Dickinson College for assuring that the College meet its chartered mandate to provide "for the
4060 education of youth in the learned and foreign languages, the useful arts, sciences and
4061 literature," being required therefore to exercise appropriate fiduciary judgments and to "set
4062 general policies for the College" aimed at securing that end; and

4063 **WHEREAS** the Faculty of Dickinson College, "acting in accordance with such policies as are set
4064 by the Board, shall have power to determine [among other things] requirements for
4065 admission... [and] courses of study"; and

4066 **WHEREAS** preservation of the financial and academic viability of the College requires that the
4067 responsibilities of both these bodies be exercised in an orderly, cooperative, and prudential
4068 manner, while recognizing that the Board of Trustees ultimately cannot divest itself of the
4069 fiduciary authority to act as necessary at its own initiative so as to assure timely preservation of
4070 such financial and academic viability;

4071 **BE IT THEREFORE RESOLVED** that the Board of Trustees, acting in accord with the rights and
4072 duties described above, approves the attached document, "The Response of Dickinson College
4073 to Financial Exigency."

4074 A. General Statement of Policy

4075 Should a condition of financial exigency or the threat of it ever exist at Dickinson, the
4076 College's normal representative system of governance will be the vehicle for dealing with
4077 the situation. The Board of Trustees and its standing committees, the President and the
4078 administrative officers, the faculty, the standing committees of the College, and the Faculty
4079 Meeting shall all participate in a manner consistent with their duties and purviews as
4080 defined in the Charter and By-Laws of the College, the By-Laws of the Board of Trustees,
4081 and the Academic Handbook.

4082 B. Attempting to Prevent Financial Exigency

4083 1. Data Analysis

4084 The President and the standing committees of the Board and of the College shall review
4085 those trends and data under their normal purview that deal with matters of Dickinson's
4086 financial health and the situation in higher education generally.

- 4087 a. This information is routinely collected and interpreted by the Coordinator for
 4088 Institutional Data Analysis, the Treasurer’s Office, and other appropriate sources.
 4089 It is shared routinely with campus and Trustee committees and administrative
 4090 officers, with summary reports to the Faculty Meeting at least annually.
 4091 b. It shall include outside assessments of the College that measure its financial
 4092 condition in terms of national parameters for similar colleges, such measures
 4093 being updated yearly. Examples of indicators of institutional health utilized by
 4094 such assessments:

4095 Admissions Ratios

- 4096 inquiries / applicants
 4097 applicants / accepted students
 4098 accepted students / enrolled students
 4099 actual enrolled number / anticipated enrollment

4100 Student Quality Data

- 4101 mean SAT and other test scores and distributions
 4102 high school standing percentages

4103 Student/Faculty Ratios

- 4104 number of classroom faculty / number of students
 4105 number of academics / number of students

4106 Deferred Maintenance Statistics

- 4107 condition of facilities
 4108 academic and other equipment replacement schedules
 4109 library acquisitions rate

4110 Contribution Ratios

- 4111 tuition and fees / E & G expenditures
 4112 (E&G = Education and General portion of a budget)
 4113 gifts and grants / E & G expenditures
 4114 endowment income to budget / E & G expenditures

4115 Expenditure Ratios

- 4116 instruction / E & G expenditures
 4117 student services / E & G expenditures
 4118 plant operation & maintenance / E & G expenditures

4119 mandatory transfers P & I / E & G expenditures
4120 (P&I = Principal and Interest)

4121 Operating Net Ratios

4122 net total revenues / total revenues
4123 net E & G revenues / E & G revenues
4124 net auxiliary revenues / auxiliary revenues

4125 Asset and Liability Ratios

4126 total net liabilities / total net assets
4127 plant liabilities / plant investments
4128 current liabilities / current assets
4129 current liquid assets / unrestricted current fund balance

4130 Working Capital Ratios

4131 total unrestricted fund balance / E & G expenditures
4132 current liquid assets / E & G expenditures

4133 Plant Debt Ratios

4134 total current external liabilities / total expenditures
4135 current external plant P & I / total expenditures
4136 current external plant liabilities / plant liabilities

4137 c. Ratings of the College by financial agencies such as Moody's or Dun and
4138 Bradstreet shall also be taken as significant indices of Dickinson's financial
4139 health.

4140 **2. Warning Signs**

4141 When these data and their interpretation suggest the possibility of a deterioration in the
4142 College's financial situation, the President shall ask the Planning and Budget Committee
4143 to respond to this information and to provide advice. The committee may initiate such
4144 a request if the President is disinclined to do so.

4145 **3. Financial Stringency**

4146 Having received advice from these committees and other appropriate sources, the
4147 President may indicate formally or informally that the College faces a condition of
4148 financial stringency. This is a situation in which resources are decreasing and are putting

4149 a strain on the College’s ability to function at normal qualitative levels. Reductions are
4150 needed for the purpose of avoiding exigency.

4151 **4. Remedial Action**

4152 Stringency over a period of years may require reductions in academic programming and
4153 in the size of the professional staff (administrative, faculty). Curricular reductions would
4154 be made by action of the Faculty Meeting, utilizing the normal procedures of
4155 departmental consultation and Academic Program and Standards Committee
4156 resolutions. Personnel reductions would be effected by not filling vacancies or by non-
4157 renewal of contracts after due notice. Decisions involving such personnel reductions
4158 would be made by the President of the College, utilizing normal procedures for
4159 evaluation, recommendation, and review (Handbook Chapters Four, Section VII, VIII,
4160 and IX).

4161 **5. Goal**

4162 The goal of these reductions is to return the College to a condition of financial health
4163 without serious erosion to the quality, the character, and the diversity of the academic
4164 program. Academic support programs, student services, the physical plant, and the
4165 ability of the College to attract students and new financial resources should also suffer
4166 no serious erosion. Personnel cutbacks should only be initiated in a context where
4167 alternative avenues are also being considered, including the possibility of across-the-
4168 board salary reductions.

4169 **C. The Determination of Financial Exigency**

4170 **1. Danger**

4171 These efforts may not prove effective. These remedies having been utilized to the
4172 fullest reasonable extent, a condition of financial exigency may still loom large. This
4173 would be a situation in which declining institutional viability requires the development
4174 of a plan for significant programmatic reductions and for reductions in professional staff
4175 including the termination of appointments. (‘Termination’ refers to the release of
4176 personnel through means other than non-renewal of contract: e.g., the early ending of
4177 an unexpired contract in the case of untenured personnel or the release from contract
4178 of tenured faculty members.)

4179 **2. Raising the Question**

4180 Administrative officers and committees of the College involved in the efforts to avoid
4181 exigency and aware of the relevant data may arrive at the conclusion that the only
4182 remedy now available requires a formal declaration of financial exigency in order to
4183 permit the actions described above. The President of the College shall then ask the

4184 Planning and Budget Committee to advise formally regarding whether this is the case.
4185 Either of these committees may initiate such a formal request if the President is
4186 disinclined to do so.

4187 **3. Advice**

4188 When a formal call has been made by the President to consider a situation that might
4189 require declaring financial exigency, the President shall inform the Board of Trustees,
4190 appropriate committees of which may meet at this time if they choose. The Faculty
4191 Meeting shall also be informed that a formal call has been made. P&B shall meet to
4192 consider the matter. The two immediately former chairmen of this committee shall be
4193 invited as resource persons without vote. The committee shall consider the full range of
4194 available information, including changes in the indices of Dickinson’s financial health
4195 and reports from various committees and administrative officers, attending to their
4196 implications regarding the ability of the College to maintain the quality of its academic
4197 program and support services and to retain an effective professional staff. The Planning
4198 and Budget committee shall then take a vote to advise the President (i) that in its
4199 judgment there is no problem worse than that requiring procedures appropriate to
4200 financial stringency, or (ii) that financial exigency should be declared.

4201 This advice and its rationale shall then be reported by the President to the Faculty
4202 Meeting. The Faculty Meeting may, if it chooses, vote to support or not support the
4203 committee’s recommendation. Unless at least one of these recommending groups or
4204 the President propose that financial exigency be declared, the procedures which follow
4205 shall not be implemented.

4206 **4. Recommendation**

4207 Recommendation to the Board of Trustees is the sole prerogative of the President of the
4208 College. Having received advice by the procedures outlined above, the President shall
4209 make a recommendation to the Board either to declare exigency or not to do so. The
4210 President, in making this recommendation to the Board, shall report the full range of
4211 agreement or its absence (along with supporting reasons and documents) which was
4212 provided by the Planning and Budget Committee and the Faculty Meeting. Members of
4213 P&B will be invited to meet with appropriate Trustee committees to discuss this matter
4214 prior to the meeting of the full Board, and faculty representatives from the committee
4215 will be invited to attend the Board meeting as discussants during its deliberations (until
4216 such time as the Board would go into executive session).

4217 **5. Declaration**

4218 The Board of Trustees alone has the authority to declare a state of financial exigency.
4219 The Board may take action contrary to the recommendation of the President of the

4220 College, or may act in the absence of a recommendation from the President. It shall
4221 always report its decision, along with supporting reasons, to the College community.

4222 **D. Overcoming Financial Exigency**

4223 **1. Finances**

4224 Sole authority to convert physical assets and major services into cash rests with the
4225 Board of Trustees.

4226 Development of a conceptual plan for overcoming the declared condition of financial
4227 exigency, including if necessary the conversion of assets into cash to meet expenses,
4228 shall be carried out by the Finance Committee of the Board in conjunction with the
4229 Treasurer of the College and at the request of the President of the College. The
4230 Committee on Planning and Budget shall be consulted in developing this conceptual
4231 plan. Final recommendation of a conceptual plan to the Board shall be the
4232 responsibility of the President of the College. If the plan is approved by the Board of
4233 Trustees it will then serve as the financial context for the subsequent decisions of
4234 campus committees and the administration.

4235 The Planning and Budget Committee shall endeavor to identify areas in the regular
4236 budget where reductions might be made within existing commitment levels without
4237 seriously damaging those commitments. It shall advise the President of the College
4238 regarding these and shall identify other areas of potential savings that could be effected
4239 through postponement of program and auxiliary services. The Planning and Budget
4240 Committee shall endeavor to analyze the crisis from the point of view of existing long
4241 range plans and pending proposals. It shall advise on reductions and postponements
4242 involved in the large-scale allocation of funds to the sub-areas of the College budget.

4243 **2. Curricular Matters**

4244 In adjusting the program to meet financial exigency the role of the Academic Program
4245 and Standards Committee shall be central in policy formulation and recommendation.

4246 The Academic Program and Standards Committee, which constantly reviews the
4247 effectiveness and importance of academic programs and departments, shall develop
4248 with the Provost and Dean of the College a conceptual plan applying the educational
4249 purposes and goals of the College to the specific situation of financial exigency. This
4250 shall be submitted to the Faculty Meeting for approval. As needed, Academic Program
4251 and Standards Committee and the Provost and Dean of the College shall modify their
4252 proposal in the light of Faculty Meeting suggestions until a plan is developed that
4253 secures Faculty Meeting approval. If the Faculty Meeting is unable to approve a plan in
4254 timely fashion and after a good faith effort by the Provost and Dean of the College and
4255 the Academic Program and Standards Committee to effect such, the Provost and Dean

4256 of the College and the Academic Program and Standards Committee may proceed
4257 without Faculty Meeting approval.

4258 Based upon this conceptual plan, and taking into account the limitations imposed by the
4259 financial conceptual plan, the Academic Program and Standards Committee and the
4260 Provost and Dean of the College shall advise the President of the College and the Faculty
4261 Meeting regarding academic quality and essentiality in such areas as course offerings,
4262 faculty load, distribution of faculty among departments and programs, and financial
4263 commitment to specific departments and programs.

4264 On the basis of the conceptual plan as interpreted above, the Provost and Dean of the
4265 College shall formulate in consultation with affected departments or areas of study a
4266 plan for appropriate reductions in program. Such plans should meet as far as feasible
4267 previously stated minimal standards of academic acceptability at Dickinson. This plan
4268 will then be reviewed by Academic Program and Standards Committee and must be
4269 approved by both the Committee and the Provost and Dean of the College. Information
4270 on how the conceptual plan is being implemented will be provided to the Faculty
4271 Meeting on a regular basis, along with Academic Program and Standards Committee -
4272 approved resolutions for curricular change as appropriate. Implementing actions may
4273 be blocked by majority approval of a resolution to disapprove the action. All curricular
4274 resolutions shall require Faculty Meeting approval.

4275 The abolition of a department or program shall require full review by the Academic
4276 Program and Standards Committee, with members of the department in question
4277 having an opportunity to argue their views before the committee. A recommendation
4278 by the Academic Program and Standards Committee to abolish a department or
4279 program, if agreed to by the Provost and Dean of the College, shall be reported to the
4280 Faculty Meeting for its concurrence. If that concurrence is not given, then the Dean shall
4281 undertake a good faith effort to reconcile the differences and secure approval by the
4282 Faculty Meeting of a revised recommendation from Academic Program and Standards
4283 Committee and the Provost and Dean of the College. Failing this, then the
4284 recommendations of the Academic Program and Standards Committee, the Provost and
4285 Dean of the College, and the Faculty Meeting will be submitted to the President of the
4286 College, along with relevant supporting arguments and documents, and the President
4287 will make the final decision for or against abolition.

4288 **3. Personnel Matters**

4289 In making personnel decisions regarding faculty in order to meet the constraints
4290 imposed by financial exigency, the advisory role of the Faculty Personnel Committee
4291 shall be central in policy formulation and specific recommendations for termination or
4292 non-renewal of contract. The advice of other committees shall be sought as indicated
4293 below. Close cooperation between the Faculty Personnel Committee, the

4294 administration, and the Academic and Student Experience Committee of the Board is
4295 essential.

4296 A conceptual plan related to the termination of unexpired contracts of tenured and
4297 untenured faculty shall be developed by the Faculty Personnel Committee and the
4298 Provost and Dean of the College consistent with premises stated in Chapter Four,
4299 Section XI.G of the Faculty Handbook. This conceptual plan shall then be reviewed by
4300 the Appeals Committee.

4301 The conceptual plan for reductions in the size of the faculty shall seek to avoid decisions
4302 on termination of tenured faculty by making adjustments in contractual arrangements
4303 and professional responsibilities, consistent with College curricular and financial needs.
4304 If financially feasible, the College shall develop specially tailored Early Retirement plans
4305 and/or reduced teaching arrangements with continued fringe benefits whether or not
4306 such plans already exist. Such plans are subject to approval by the President of the
4307 College. Similar plans shall be developed for administrators so that reductions in staff
4308 are fairly distributed and reduced responsibilities or early retirement arrangements are
4309 developed whenever feasible.

4310 Where the Faculty Personnel Committee and the Provost and Dean of the College find it
4311 necessary to propose terminating the contracts of tenured members of the faculty,
4312 recommendations to do so shall utilize guidelines which adhere to the principles of
4313 tenure, and which respect seniority within rank and within departments or programs. If
4314 adhering to these principles would result in a drastic distortion of the academic
4315 program, the Faculty Personnel Committee and the Provost and Dean of the College
4316 shall propose a course of action that considers the additional principles of overall
4317 diversity in the faculty and the continuation of a reasonable range of courses and
4318 services. Such a proposal shall be reviewed by the Academic Freedom and Tenure
4319 Committee and by the Academic Program and Standards Committee, and the Provost
4320 and Dean of the College shall undertake a good faith effort to reconcile any differences
4321 among the three committees before any recommendations involving termination of
4322 contract are made to the President.

4323 Where the non-renewal of contracts of non-tenured faculty is involved, the Personnel
4324 Committee and the Provost and Dean of the College shall utilize guidelines which
4325 protect the overall quality of the academic program and its support services.

4326 The Provost and Dean of the College in consultation with the Faculty Personnel
4327 Committee may make a recommendation to the President of the College to terminate a
4328 specific contract in accordance with the conceptual plan. If the President accepts that
4329 recommendation, then the procedures described in Chapter Four, Section XI.G shall be
4330 implemented.

4331 Decisions related to the release of specific administrators will be made by the President
4332 of the College in consultation with senior administrative officers and, where
4333 appropriate, with relevant All-College committees. The President of the College will
4334 report these actions at a Faculty Meeting and to the Board of Trustees.

4335 **NOTE:** Officers of the College or Board of Trustees are designated by the current and
4336 normal titles for their offices. Title variations or persons serving in a position in a
4337 temporary capacity should be understood as also being encompassed by these titles.
4338 Similarly, committees are designated by their current names and should be understood
4339 as also encompassing any successor entities.

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