

**ORGANIZATION OF THE FACULTY OF
DARTMOUTH COLLEGE**

JULY 2018

HANOVER • NEW HAMPSHIRE

ORGANIZATION OF THE FACULTY OF DARTMOUTH COLLEGE

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Organization of the Faculty of Dartmouth College

I The Charter of the General Faculty of Dartmouth College

A *Definition*

As defined by the Board of Trustees, the General Faculty of Dartmouth College shall consist of the President, the Provost, the Faculty of Arts and Sciences, the Faculty of the Geisel School of Medicine, the Faculty of the Thayer School of Engineering, the Faculty of the Amos Tuck School of Business Administration, and such other persons as may be designated by the Board of Trustees to be members of the General Faculty. The Board may also designate members of the four separate Faculties, but each of these Faculties shall determine for its own membership qualifications to vote in its own meetings.¹

B *Meetings*

The General Faculty shall meet in October of each year to hear the President's report on the state of the College. It shall also meet at such other times as it is called by the President or its own Steering Committee (see Section C, page 2) to consider and take action on matters that may be placed on its agenda. In addition, the Steering Committee shall call a meeting of the General Faculty if asked to do so by a vote of two-thirds of those eligible to vote in any of the four constituent Faculties, or if petitioned to do so by seventy-five or more of the members of the General Faculty. Such a vote or petition must make clear the purpose of the proposed meeting of the General Faculty.

In meetings of the General Faculty all members shall have the right to vote. Resolutions passed by the General Faculty are advisory to but not binding on the four separate Faculties. The President shall be the presiding officer of the General Faculty; in his or her absence the Provost shall preside. The Steering Committee of the General Faculty shall be responsible for the minutes of the meetings of the General Faculty. These meetings shall be conducted according to the latest edition of Robert's *Rules of Order*. One hundred and fifty members of the General Faculty shall constitute a quorum.

C *The Steering Committee*

1 Membership

The Steering Committee shall consist of the President; the Provost; the Dean of the Faculty of Arts and Sciences; the Dean and one elected representative of each of the Faculties of medicine, engineering, and business administration; the Dean of Graduate and Advanced Studies; and six members of the Faculty of Arts and Sciences, two from each Division. Three of these six members shall be appointed for three-year terms by the Committee on Organization and Policy, and three shall be selected by the Committee on Organization and Policy from its own membership. The President of the College shall be the Chair of the Steering Committee; in the absence of the President, the Provost shall serve as Chair. Newly elected and appointed members assume office on the first day of the summer term; those members chosen in a regular election or appointed for full three-year terms shall be ineligible to succeed themselves.

2 Functions

- a. To call meetings of the General Faculty upon its own initiative, or upon petition by members of the General Faculty as explained in Section B above.
- b. To set the agenda for all meetings of the General Faculty.
- c. To transmit all communications on behalf of the General Faculty.
- d. To establish and eliminate Committees of the General Faculty, and to appoint members thereto, to study and/or make recommendations on any matter of common concern to the faculties of this institution. Reports and recommendations from such committees are received by the Steering Committee, which may then submit them for deliberation and/or action to the General Faculty, a Council of the General Faculty, or the separate Faculties.
- e. To prepare and to distribute the minutes of the meetings of the General Faculty.
- f. To provide a continuous assessment of the organization, membership, functions, and purposes of the General Faculty and to propose such modifications as may be in accord with the responsibilities of the General Faculty of this institution. Any amendments of the charter of the General Faculty will

¹ Information regarding the organization of the Faculties of the Geisel School of Medicine, the Thayer School of Engineering, and the Amos Tuck School of Business Administration is in the documents of the individual schools.

become effective upon ratification by the separate faculties of arts and sciences, medicine, engineering, and business administration.

D Councils

The Councils of the General Faculty provide a forum for deliberation on matters of policy affecting the entire institution. They serve in a continuing advisory capacity to the President, the Provost and Board of Trustees, and report annually to the General Faculty. The President will appoint chairs of Councils normally from among the members who are not ex officio.

All faculty members of the Councils shall be elected or appointed for a period of three years. Members elected or appointed during the spring assume office on the first day of the summer term; those members elected or appointed to full three-year terms shall be ineligible to succeed themselves. Council meetings shall be conducted according to the latest edition of Robert's *Rules of Order*.

1 COUNCIL ON GRADUATE STUDIES

a. Membership

The Council on Graduate Studies shall consist of the Dean of Graduate and Advanced Studies, who will chair the council, the director (or designate) of each of the degree-granting graduate programs, one member from each of the Arts and Sciences, Geisel, Thayer, and Tuck schools, and two graduate students.

The chair shall take the initiative in forming such special committees as are desirable for planning and coordinating interlocking interests of graduate programs with other activities of the various faculties, and with the responsibilities of existing committees of those faculties.

b. Functions

- (1) To recommend to the Dean of Graduate and Advanced Studies, the Provost, and the Trustees principles and policies governing all aspects of graduate education.
- (2) To review and approve proposals for graduate degree programs (PhD., M.S., and M.A.) and to forward them, with recommendation, to the Provost's Academic Planning Committee. Council jurisdiction does not normally extend to those degree programs which are the exclusive responsibility of the faculties of the Professional Schools.
- (3) To certify to the Trustees that candidates have met all requirements for the granting of graduate degrees.
- (4) To submit a report to the General Faculty at the end of each academic year.

2 COUNCIL ON THE LIBRARIES

a. Membership

The Council on the Libraries shall consist of the Librarian of the College; the Provost or his or her representative; the Dean of College or his or her representative; six members of the Faculty of Arts and Sciences (two from each division, from different departments) appointed by the Committee on Organization and Policy; one member from each of the three Professional Schools; and three students, two undergraduates and one graduate. The Vice President of Information Technology serves as a non-voting member.

b. Functions

- (1) To represent the faculty in maintaining the excellence of the Library with respect both to its holdings and to its usefulness to the educational community.
- (2) To advise the Librarian of the College on formulation and implementation of policies for the acquisition, housing, and preservation of library resources, on development of library services for the benefit of the libraries' users, and on other matters of general library policy.
- (3) To assist in the apportionment of the acquisitions funds of the libraries, in keeping the Librarian of the College informed concerning library needs for programs of instruction and research, and in providing liaison between the Librarian of the College and the faculties of the College.
- (4) To submit a report to the General Faculty at the end of each academic year.

3 COUNCIL ON HONORARY DEGREES

a. Membership

The Council on Honorary Degrees shall consist of three members of the Faculty of Arts and Sciences (one from each division) appointed by the Committee on Organization and Policy, and one member from each of the three Professional School faculties.

b. Functions

- (1) To represent the four faculties of the College in conference with the President and Trustees on the award of honorary degrees.
- (2) To cooperate with the Committee on Commencement in determining faculty participation at Commencement and on similar occasions.

4 COUNCIL ON SPONSORED ACTIVITIES

a. Membership

The Council on Sponsored Activities shall consist of the Provost, the Executive Vice President and Chief Financial Officer, the Director of Sponsored Projects, the General Counsel, the Deans of the Faculty of Arts and Sciences the three Professional Schools, and the Dean of Graduate and Advanced Studies, or their duly appointed representatives, and two members appointed by the Steering Committee from the faculties of the Professional Schools, and two members from the Faculty of Arts and Sciences delegated from the voting membership of the Committee on the Faculty. The chair shall be appointed by the President from among the members.

b. Functions

- (1) To propose and endorse internal policies regulating the activities sponsored by agencies outside the College.
- (2) To propose and endorse institutional positions in response to policies of external sponsoring agencies as they affect the College.
- (3) To review periodically the scope and impact of sponsored activities in relation to institutional purposes.
- (4) To propose and endorse institutional policies with regard to patents, copyrights, technology transfer, and the like.
- (5) To submit a report to the General Faculty at the end of each academic year.

5 COUNCIL ON COMPUTING

a. Membership

The Council on Computing shall consist of the Provost, the Dean of the Faculty, the Dean of the College, the Executive Vice President and Chief Financial Officer (or their representatives); the Vice President of Information Technology/Chief Information Officer, Librarian of the College; six members of the Faculty of Arts and Sciences (two from each division, from different departments) appointed by the Committee on Organization and Policy; one member from each of the three Professional School faculties; two undergraduate students and one graduate student.

Non-voting members of the Council shall include: the IT Directors from each of the three Professional Schools, three members from Computing Services representing support for Arts and Humanities, Social Sciences, and Sciences divisions, and the Director of Library User Services.

The Vice-President of Information Technology shall have the authority to form subcommittees as needed to provide advice on particular computing issues. Appointments of members of the Faculty of Arts and Sciences to such subcommittees shall be made by the Committee on Organization and Policy. All appointments to such subcommittees shall be for a one-year term which can be renewed.

b. Functions

- (1) To advise and consult with the VP/CIO on technology issues, services, standards, policies, and priorities that affect the faculty, students and staff of Dartmouth College.
- (2) To advise and consult with the VP/CIO on developing appropriate communication channels to Dartmouth faculty, students, and staff so that the Dartmouth constituencies are informed about information technology issues, and Computing Services has a variety of channels where concerns can be raised.

- (3) To advise the General Faculty, the officers of administration, and the Board of Trustees on questions of information technology policy.
- (4) To submit a report to the General Faculty at the end of each academic year.

6 COUNCIL ON BENEFITS

a. Membership

The Council on Benefits shall consist of four members of the Faculty of Arts and Sciences (one drawn from the voting membership of the Committee on Faculty and three appointed by the Committee on Organization and Policy), one member from the Faculty of the Tuck School, one member from the Faculty of the Thayer School, two members from the Faculty of the Geisel School, four representatives from exempt ranks and eight members from non-exempt and non-union service employee ranks. Members shall serve on the council for a term of three years, with the terms of service staggered. The chair shall be appointed by the President from among the members. The Vice President and Chief Human Resources Officer, or his or her representative, shall be a non-voting member and serve as staff to the council.

b. Functions

- (1) To review with the President policies and decision-making processes which bear on the benefits program at Dartmouth College.
- (2) To advise and consult with appropriate constituent groups on significant changes being contemplated well before the deadline for finalizing them.
- (3) To receive from the Office of Human Resources on at least an annual basis a report, complete with appropriate data and comparative information, regarding 1) responsiveness of the benefit plan to the needs of faculty and staff, 2) competitiveness with the plans of other institutions, and 3) cost effectiveness of Dartmouth's benefit plan.
- (4) To review and evaluate the College's employee benefits program and to make recommendations to the President with regard to the modification of existing employee benefit plans and the design of any new benefit programs
- (5) To submit a report to the General Faculty and other interested parties at the end of the academic year.

7 COUNCIL ON UNDERGRADUATE RESEARCH

a. Membership

The Council on Undergraduate Research shall consist of the Dean of Faculty or his or her representative, the Provost or his or her representative, the Assistant Dean of Faculty for Undergraduate Research, a member of the Committee on Instruction, six members of the Faculty of Arts and Sciences (at least one from each of the three divisions of the faculty and one from the interdisciplinary programs, no two from the same department or program, appointed by the Committee on Organization and Policy), and one member from each of the three professional schools.

b. Functions

- (1) To advise the Dean of Faculty's Office of Undergraduate Advising & Research on issues related to undergraduate research, undergraduate research programs, and campus-wide events at which undergraduates present their research.
- (2) To determine selection criteria for research programs administered by the Office of Undergraduate Advising & Research and to assist in selecting students for funding and for campus presentations as necessary.
- (3) To make undergraduate research opportunities and funding sources known to undergraduates and to keep faculty members informed about such opportunities and resources so that they may counsel and encourage students to make full use of them.
- (4) To act as an advisory body to faculty submitting grant proposals that involve undergraduate research.
- (5) To recommend to the General Faculty any major changes to the policies and procedures regarding undergraduate research at the college.
- (6) To submit a report to the General Faculty at the end of each academic year.

8 COUNCIL ON ACADEMIC FREEDOM AND RESPONSIBILITY

- (1) The Council will consist of eighteen members.
- (2) Elections will be conducted annually in the spring term by a two-stage preferential ballot. The names of all full-time members of the General Faculty, including those on leave, but excepting those holding administrative offices other than department or program chair, will appear on

the first-stage ballot. Each voter will select twelve names. The names of twenty-four persons receiving the highest number of votes will appear on the second ballot. Each voter will select and rank six of these twenty-four names. The six persons receiving the highest number of votes on the second-stage ballot will become members of the Council for a full three-year term. Vacancies on the Council will be filled by appointment in descending order of number of votes received by the first twelve persons on the most recent second-stage ballot. Further vacancies will be filled in the same manner from the next most recent second-stage ballot, and so forth, all such appointments to be valid only until the next spring term elections. The above procedures will be modified if necessary, to ensure that all faculties are represented on the Council.

- (3) All full-time members of the General Faculty, including those on leave, will be eligible to vote in Council elections.
- (4) Five members of the Council will constitute the Panel for any case brought before it. Selection of the five Panel members shall be by drawing of lots. Upon challenge or withdrawal of Panel members, under rules set forth in Section 7 of the Agreement Concerning Academic Freedom, Tenure, and Responsibility of Faculty Members, alternate members of the Panel shall likewise be drawn by lot.
- (5) If the entire membership of the Council available for an individual case should be exhausted by voluntary withdrawals and/or challenges, the Council shall be replenished in the manner described in (2) for purposes of that case only.
- (6) The Council will have a secretary, to be appointed each spring from the membership of the Council by the President for a one-year term. The secretary will receive charges inaugurating Council proceedings, will supervise drawings by lot, will preside over any challenge procedures, and will record voluntary withdrawals by Council members.
- (7) After challenges and voluntary withdrawals are completed in any individual case, the five-member Panel which will hear that case will elect its own Panel chair.

Agreement Concerning Academic Freedom, Tenure, and Responsibility of Faculty Members Voted by the Board of Trustees (January 15, 1971) after approval by the Faculty (October 19, 1970) as amended June 12, 2009.¹

- 1 The Trustees and Faculty of Dartmouth College agree that the principle of academic freedom is fundamental to the life and work of the institution and of all who serve it in the responsible performance of teaching and scholarly pursuits.

The Trustees and Faculty accept the principle of academic tenure as a means conducive to that independence of mind and speech essential to higher learning in a free society. Academic tenure is a status which presupposes rigorous, sustained, professional preparation and performance, and the obligation on the individual's part to work according to the spirit and methods of responsible inquiry and teaching.

- 2 Appointments and reappointments to the faculty shall ordinarily be made by the Trustees only after recommendation from the chairs of the departments concerned and the appropriate Deans.² The precise terms of every appointment shall be stated in writing to the appointee by an officer of the College, acting on the

¹ As used in this agreement, "faculty" means, for the respective Faculties:

Arts and Sciences	All members holding tenure-track appointments as Professor, Associate Professor, Assistant Professor, or Instructor (contingency appointments).
Geisel School	All members holding appointments as Professor, Associate Professor, Assistant Professor, Instructor, or Lecturer in the Tenure-track/Tenure Line, Non-tenure Track Line, or the Academic Medical System Line. Voting rights for Geisel faculty members who are not employees of Dartmouth College are defined in the document entitled Academic Appointments, Promotions and Titles at the Geisel School of Medicine at Dartmouth College.
Thayer School	All members holding tenure-track appointments as Professor, Associate Professor, Assistant Professor, or Instructor (contingency appointments).
Tuck School	Voting members of the faculty as defined in the Tuck School Faculty Handbook, as amended from time to time.

Except as specifically provided otherwise under Faculty rules, titles covered by the above definitions do not include prefixed ranks. (E.g., "Professor" does not include "Adjunct Professor.")

² For purposes of this Section, "Dean" includes the Associate Dean(s) of the respective Faculties.

authority of the President and the Trustees. All appointments shall be for either a specified period of time or with indefinite tenure.

- a. Appointments and reappointments to positions above the grade of Instructor, excepting initial appointment as Assistant Professor, shall be made only after consultation with the appropriate committee of the several faculties.³ At the request of the Dean of the appropriate faculty, such consultation shall also take place in the event of a department's decision not to recommend reappointment.
 - b. Decisions on promotion from the grade of Assistant Professor will ordinarily be made between the fourth and sixth year in that rank; this time may include service at another institution.
 - c. Promotion into the rank of Associate Professor normally will be made with indefinite tenure. Under special circumstances, with specific approval of the Trustees, the Committee, and the individual, such appointments may be for a specified term. Initial appointments to the faculty in the rank of Associate Professor are normally for a specified term. Reappointment in this rank other than with indefinite tenure shall not be made unless specifically otherwise approved as above. [In the case of the Thayer School of Engineering and the Tuck School, appointments in the rank of Associate Professor are frequently for a definite term and on occasion are renewed without indefinite tenure. In Geisel, appointments in the rank of Associate Professor are for a definite term and may be renewed without awarding tenure.]
 - d. Appointment or promotion to the grade of Professor shall normally be with indefinite tenure, but under exceptional circumstances may be for a limited term. [In Geisel, appointment, reappointment, or promotion to the grade of Professor may often be for a definite term.]
- 3 Except for adequate cause, as stated below, no member of the faculty of the grade of Instructor or above shall receive a notice that he or she will not be reappointed less than six months before the terminal date of his or her appointment; in the case of those faculty members who will have had at least three years' service in the College, one year's notice shall be given. At Geisel, one-year's notice will be provided to faculty members at the rank of Assistant Professor, Associate Professor and Professor who are employees of Dartmouth College in the Tenure-Track Line. Notice of non-renewal/termination for other faculty lines at Geisel follows provisions defined by those lines.

Members of the Faculty, recognizing the mutual equity in matters of appointment, accept the moral obligation not to ask release from their agreements under circumstances detrimental to the best interests of the College without according reasonable time for the College to make necessary readjustments.

- 4 If an academic appointee⁴ alleges that his or her academic freedom has been violated, he or she may request of the Dean of the appropriate faculty that the appropriate committee⁵ (hereafter, "the Committee"), and the Council on Academic Freedom and Responsibility in cases referred to the Council by the Committee, hear his or her complaint and consider his or her evidence pursuant to Sections 6(a)(iii) and 6(b)-(f).
- 5 Both the Faculty and the Trustees acknowledge their obligation to uphold the standards of academic excellence and responsibility. Disciplinary action against a faculty member thus requires cooperation between the Faculty and the Trustees and may be effected by the College only for adequate cause.
To show the existence of adequate cause for disciplinary action requires demonstration of the unfitness of the faculty member either in his or her professional capacity or in his or her behavior as a member of the

³ Arts and Sciences: Committee Advisory to the President
Geisel School: Appointments, Promotions and Titles Committee and the Dean's Academic Board
Thayer School: Committee on Tenure
Tuck School: Committee on Promotion and Tenure

⁴ For purposes of Sections 4 and 6, "academic appointee" means any person holding a teaching or research appointment.

⁵ For purposes of Sections 4-6, "Committee" means:

Arts and Sciences:	Review Committee
Geisel School:	Dean's Academic Board, or a subcommittee of the Dean's Academic Board
Thayer School:	Tenured members of the Committee on Conduct, Standards, and Conflict of Interest and/or Academic Directors who are not members of the Committee Advisory to the President or the Council on Academic Freedom and Responsibility.
Tuck School:	Committee on Academic Freedom and Responsibility

Dartmouth community. In order to protect academic freedom, while at the same time serving the interests of the College as a community, the following procedures will be used to determine whether adequate cause exists for any disciplinary action:

- a. Disciplinary action in the form of termination of an appointment with tenure, termination of a nontenured appointment before the end of its specified term, or suspension without pay from College duties (except temporary suspension under Section 6(d)) may be taken only by the Board of Trustees pursuant to the procedures set forth in Sections 6(a)(ii), and 6(b) – (f). All other forms of disciplinary action against a faculty member may be taken by the Dean, and the faculty member shall have the right to have such action reviewed pursuant to the procedures set forth in Sections 6(a)(i) and 6(b) – (f).
 - b. Allegations that adequate cause exists for disciplinary action shall first be considered by the Dean of the appropriate faculty. The Dean, or representative thereof, shall discuss the allegations with the faculty member concerned. In considering whether adequate cause exists for disciplinary action and the nature of such action, the Dean may, in his or her discretion, consult with the General Counsel and/or an advisory panel of faculty members selected by the Dean.⁶ In matters involving alleged violation of the College non-discrimination policy, the Dean may also consult with the Director of Equal Employment Opportunity. Members of an advisory panel and other persons with whom the Dean consults shall meet the criteria stated in Section 7. All such discussions and consultations shall be confidential. If agreement on a mutually satisfactory disposition cannot be reached between the Dean and the faculty member, the Dean shall (i) in cases where the Dean recommends disciplinary action in the form of termination of an appointment with tenure, termination of a nontenured appointment before the end of its specified term, or suspension without pay from College duties (except temporary suspension under Section 6(c)) transmit the allegations to the appropriate Committee of his or her faculty⁷ pursuant to Section 6(a)(ii); or (ii) in all other cases, inform the faculty member of the disciplinary action taken by the Dean and the faculty member's right to have such action reviewed pursuant to Section 6(a)(i). In cases involving allegations against the Dean, the Dean's responsibilities hereunder shall be exercised by the Provost or, if the Provost does not meet the criteria of Section 7, by another person selected by the President who meets the criteria of Section 7.
- 6 This Section sets forth the procedures to be followed when the Dean takes or recommends disciplinary action pursuant to Section 5, or when an academic appointee alleges that his or her academic freedom has been violated pursuant to Section 4. Time limits set forth in Section 6(a) shall not include days between academic terms.
- a. Committee Procedure:
 - (i) *Review of Dean's Disciplinary Action* - In cases where the Dean has taken disciplinary action under Section 5(a), the member of the faculty may request to have such action reconsidered, but only if one or more of the following criteria defining the grounds for reconsideration are met:

⁶ Members of the advisory panel shall be selected from the following:

- | | |
|--------------------|---|
| Arts and Sciences: | Former associate deans of the faculty, former chairs of departments or programs, former members of the Committee on Organization and Policy, and former members of the Committee Advisory to the President, but not including current members of the Council on Academic Freedom and Responsibility. |
| Geisel School: | Members of the Appointments, Promotions and Titles Committee (excluding current members of the Dean's Academic Board) and former members of the Dean's Academic Board, but excluding current members of the Council on Academic Freedom and Responsibility. |
| Thayer School: | Tenured members of the Committee on Conduct, Standards and Conflicts of Interest, the directors of undergraduate and graduate studies, the director of the Master of Engineering Management program, and the senior associate dean, but not including current members of the Committee Advisory to the President or the Council on Academic Freedom and Responsibility. |
| Tuck School: | Members of the Committee on Promotion and Tenure (excluding current members of the Tuck School Committee on Academic Freedom and Responsibility) and former members of the Tuck School Committee on Academic Freedom and Responsibility, but not including current members of the Council on Academic Freedom and Responsibility. |

⁷ See note 6.

- The faculty member has new and material evidence that was not reasonably available to the faculty member or the Dean during the Dean's consideration and that would reasonably have affected the Dean's decision.
- The Dean materially failed to follow the procedures under the Agreement and the faculty member had called the error to the attention of the Dean or had reasonable grounds for not doing so.
- The Dean's action was arbitrary or capricious.

The burden shall be on the faculty member to prove the grounds for reconsideration.

The submission of a request for reconsideration shall stay the Dean's disciplinary action until the reconsideration request has been resolved.

The faculty member's request for reconsideration shall be made in writing to the Chair of the Committee within 15 days of the faculty member receiving notification of the Dean's decision. The request for reconsideration shall address how the request meets one or more of the criteria set forth above.

Within 30 days of receiving the faculty member's written request for reconsideration, the Committee shall conduct an initial review of the request.

- I. If, after initial review, the Committee finds that the request has not satisfied the criteria set forth above, it shall so advise the faculty member and the Dean, and the Dean's action shall stand.
- II. If, after initial review, the Committee finds that the request raises a substantial issue under the criteria set forth above, the Committee shall so advise the Dean, and the Dean may (but shall not be required to) respond in writing within 30 days.

If the Committee's initial review indicates that the faculty member's request for reconsideration raises a substantial issue, the Committee shall, within 75 days of the faculty member's initial request (and whether or not the Dean has elected to respond in writing), make a final decision on whether the faculty member has demonstrated grounds for reconsideration, under the criteria set forth above. If the Committee finds that the faculty member has demonstrated grounds for reconsideration, the Committee shall return the case to the Dean for reconsideration with an explanation of the reason for the Committee's action; otherwise, the Committee shall notify the faculty member and the Dean that the Dean's action shall stand. If the Committee returns the case to the Dean for reconsideration, the Dean shall within 30 days either reaffirm or modify his or her initial decision and report his or her decision upon reconsideration to the faculty member and the Committee. The decision of the Dean upon reconsideration shall be final.

(ii) *Review of Dean's Recommendation in the most serious Disciplinary cases* - In cases where the Dean recommends termination of an appointment with tenure, termination of a nontenured appointment before the end of its specified term or suspension without pay from College duties (except temporary suspension under Section 6(d)), the Committee shall within 45 days examine the allegations supporting the recommendation in preliminary proceedings. If agreement with the faculty member on a satisfactory disposition is not reached and the Committee finds the evidence warrants, the Committee shall state the allegations with reasonable particularity, citing their sources and the reasons why, if the allegations are substantially true, they might constitute adequate cause for the recommended disciplinary action. This statement shall be transmitted to the Council on Academic Freedom and Responsibility for further action. If the Committee finds that the evidence does not support the action recommended by the Dean or that the allegations, if true, do not constitute adequate cause for the recommended disciplinary action, the Committee shall so inform the Dean and the faculty member and the Dean's recommendation shall not take effect. Such a decision by the Committee shall not preclude the Dean from taking disciplinary action other than termination of an appointment with tenure, termination of a nontenured appointment before the end of its specified term, or suspension without pay from the College, against the faculty member regarding the same matter that gave rise to the earlier recommendation, and such action shall be subject to review as described in Section 6(a)(i).

(iii) *Academic Freedom Cases* - In cases where an academic appointee alleges that his or her academic freedom has been violated, the Committee shall, within 45 days, consider his or her complaint and evidence. If agreement with the appointee on a mutually satisfactory disposition is not reached and the Committee finds the evidence warrants, the Committee shall refer the matter to the Council on Academic Freedom and Responsibility for further action. In such cases, the appointee shall act as complainant. If the Committee finds that the evidence does not support the

appointee's allegation that his or her academic freedom has been violated, it shall so inform the Dean and the appointee and the proceeding shall be concluded.

(iv) *Confidentiality; Conflicts of Interest* – Proceedings before the Committee shall be confidential. A member of the Committee who does not meet the criteria stated in Section 7 will remove himself or herself from consideration of the case either at the request of one of the parties or on his or her own initiative.

- b. A matter forwarded to the Council shall be referred to as a "case." Parties to Council cases shall be designated as follows:
 - *Decision on Dean's Recommendation for Discipline* – In cases where the Dean has recommended discipline under Section 6(a)(ii), the Dean is the "Dean" or "complainant" and the faculty member is the "respondent."
 - *Academic Freedom Cases* – Where an academic appointee alleges under Section 6(a)(iii) that his or her academic freedom has been violated, the academic appointee is the "complainant" and the Dean is the "Dean" or "respondent."
- c. Proceedings before the Council on Academic Freedom and Responsibility will begin with the Committee's delivery of the case to the complainant, the respondent, and the Secretary of the Council. The Secretary, who is not eligible to be a panel member, will select a Panel, consisting of five members, chosen by lot from the Council. A member of the Council who does not meet the criteria stated in Section 7 will remove himself or herself from the Panel either at the request of one of the parties or on his or her own initiative. In addition, each party will have the right to remove a maximum of three Council members from a Panel without stated cause. A removed Panel member will be replaced by lot from the remaining members of the Council. A presiding member will be elected for each case by the Panel members from among themselves. During the proceedings, both parties and the Panel shall be permitted counsel and academic advisers of their choice. The Secretary is empowered to employ legal counsel to advise the Secretary and the Panel. With the consent of the parties, the Secretary may arrange for a mediator or arbitrator to meet with the parties in an attempt to resolve the conflict.
- d. The Dean may temporarily suspend a faculty member, pending the outcome of proceedings under Section 6(a)(i) or 6(a)(ii), where in the Dean's judgment such action is necessary to prevent the faculty member from inflicting harm on himself or herself or others or from interfering with the proper conduct of College business. Salary and usual benefits will continue during this period of suspension.
- e. The respondent will respond in writing to the Secretary of the Council within ten days of receiving his or her copy of the complaint, either admitting or denying each particular allegation. Where a dispute exists in matters of fact, either party may request that the facts in the case be established by a board of three arbitrators, as provided in Chapter 542, New Hampshire R. S. A. (text attached hereto). Each party will choose one arbitrator, who will together appoint the third. The presiding member of the Panel has the responsibility and authority to frame the issues of fact to be determined after hearing each party with respect thereto. All facts, whether determined by a Panel or a board of arbitrators, must be established by a preponderance of the evidence. A preponderance of the evidence means proof by information that, compared with that opposing it, leads to conclusion that the fact at issue is more probably true than not. All findings of fact and the evidence and testimony on which the facts are established will be in writing and become part of the hearing record.
- f. Hearings shall begin not earlier than twenty days and not later than forty days after the beginning of Council proceedings, except by agreement among the Panel and the parties. Where facts have been established by arbitration, hearings by the Panel shall begin not earlier than ten days and not later than thirty days following submission of the arbitrators' report. The hearings shall be open to the College community at the request of the respondent in cases under Section 6(a)(ii), or at the request of the complainant in cases under Section 6(a)(iii), although the Panel shall be permitted to close portions of such hearings or limit the number of observers, at its discretion. A verbatim record shall be kept and made available to both parties in the proceedings and to the Panel. The record of the proceedings may be made public only with the permission of the respondent in cases under Section 6(a)(ii), or at the request of the complainant in cases under Section 6(a)(iii), although the Panel may, or at the request of the President must, make public a full account of its findings and recommendations. Public pronouncements by members of the Panel, the parties, or the arbitrators, except for notices of hearing time and place, will be prohibited during the full course of the Council proceedings.
- g. *Decision* –
 - (i) In cases under Section 6(a)(ii), the Panel will decide whether the facts, either agreed upon between the parties or determined by arbitration, constitute adequate cause for disciplinary action. In order to make this decision within the circumstances of the case, further testimony or statements, introduced by either party, shall be accepted if deemed pertinent by any Panel member. If the Panel finds that no adequate cause exists for disciplinary action it shall so state in its report to the

President. If adequate cause is found, the Panel will recommend the appropriate action to be taken and report its findings and its recommendations to the President. The President will transmit the report of the Council Panel and the full transcript of the hearings to the Board of Trustees. Final action will be taken by the Trustees after reviewing the several documents.

(ii) In cases under Section 6(a)(iii), the Panel will transmit to the President, for his or her decision and appropriate action, the Panel's recommendation as to whether the facts, either agreed upon between the parties or determined by arbitration, constitute violation of the complainant's academic freedom.

- h. Council proceedings shall be completed within 60 days after delivery of the case to the Secretary of the Council.
7. Reasonable precautions shall be taken to avoid bias and real or apparent conflicts of interest on the part of those involved in conducting proceedings hereunder. Specifically, reasonable steps shall be taken to ensure that members of Deans' advisory panels, review committees, the Council, and experts have no bias and no personal, professional or financial conflict of interest with respect to the parties or the case in question. In making this determination, consideration shall be given to whether the individual (or any members of his or her immediate family) has any of the following involvements with a party: kinship; assistance in preparation of a party's case; financial involvement; coauthor on a publication; collaborator or co-investigator; party to an academic controversy; supervisory or mentor relationship; other special relationship such as a close personal friendship or a physician/patient relationship. Consideration shall also be given to whether there is any other circumstance that might appear to compromise the individual's objectivity in reviewing the allegations. Parties shall have the right to comment on whether members of Deans' advisory panels, review committees, and the Council meet the above criteria. If a party makes a prompt, reasonable, objection to the Dean concerning a member of a Dean's advisory panel, or to the presiding officer concerning a member of a review committee or Council panel, the challenged person shall be replaced with another person who meets the stated criteria.⁸ If the objection concerns an asserted conflict on the part of a dean or presiding officer, the challenge shall be decided by the Provost or, if the Provost does not meet the stated criteria, by another person selected by the President who meets the stated criteria. The decision of the Dean, presiding officer, Provost, or other designated person, as the case may be, regarding such a challenge, shall be final.
8. Time limits hereunder for action by a Dean, Committee, or Council Panel, may be extended for good cause by the Dean or the presiding member of the Committee or Council Panel, respectively.
9. This agreement shall become effective immediately, following its approval by the Faculty and Trustees of Dartmouth College, superseding the agreement of September 1, 1960.

New Hampshire R.S.A.
CHAPTER 542
Arbitration of Disputes

542:1 Validity of Arbitration Agreements.

A provision in any written contract to settle by arbitration a controversy thereafter arising out of such contract or an agreement in writing to submit to arbitration any controversy existing at the time of the agreement to submit shall be valid irrevocable and enforceable save upon such grounds as exist at law or in equity for the revocation of any contract. The provisions of this chapter shall not apply to any arbitration agreement between employers and employees, or between employers and associations of employees unless such agreement specifically provides that it shall be subject to the provisions of this chapter.

Sources: 1929, 147:1. RL 415:1. 1945, 191:1, eff. May 18, 1945.

542:4 Appointment of Arbitrators.

If no method of naming arbitrators be provided, or if for any other reason there shall be a lapse in the naming of arbitrators, then upon the application of either party to the controversy the court aforesaid or the court in and for the county in which the arbitration is to be held shall designate and appoint an arbitrator or arbitrators as the case may require, who shall act under the said agreement with the same force and effect as if he or they had been specifically named therein; and unless otherwise provided in the agreement, the arbitration shall be by a single arbitrator.

Sources: 1929, 147:1. RL 415:4.

542:5 Witnesses; .Summoning; Compelling Attendance.

⁸ Arts and Sciences: The process for replacing a member of the Review Committee is described in part III, subpart A.6.a. of the description of the membership of the Review Committee.

When more than one arbitrator is agreed to, all the arbitrators shall sit at the hearing of the case unless, by consent in writing, all parties shall agree to proceed with the hearing with a less number. Any person may be summoned as provided in chapter 516, RSA, to attend before the arbitrators as a witness and the fees for such attendance shall be the same as the fees of witnesses in the superior court. If any person or persons so summoned to testify shall refuse or neglect to attend, upon petition the court in and for the county in which such arbitrators are sitting may compel the attendance of such person or persons before said arbitrator or arbitrators, or punish said person or persons for contempt in the same manner now provided in chapter 516.

Sources: 1929, 147:1. RL 415:5.

II The Faculty of Arts and Sciences

A *Function*

Pursuant to the authority of the Trustees, the Faculty of Arts and Sciences¹⁰ formulates educational policies and programs; supervises teaching resources and procedures; advises on matters of appointment and promotion of Faculty members and on other matters relating to Faculty personnel; administers the curriculum; certifies that students under its jurisdiction have fulfilled the requirements of the curriculum; exercises general supervision over various aspects of student life; organizes its own activities and internal affairs; and takes such other actions as may be appropriate to further the educational objectives of Dartmouth College.

B *Dean of the Faculty*

The chief officer of the Faculty is the Dean of the Faculty. He or she oversees the educational policies and programs of instruction of the Faculty and all matters relating to the effectiveness, development, and well-being of the Faculty. As the leader of the Faculty, he or she represents it and speaks in its behalf. Within his or her office, the Dean of the Faculty is assisted by the Associate Deans and by such staff; including Assistant Deans, as is required.

The Dean of the Faculty is a member of the Committee Advisory to the President, the Committee on Organization and Policy, the Faculty Coordinating Committee, the Committee on Priorities, the Committee of Chairs, the Steering Committee of the General Faculty, the Council on Sponsored Activities, the Committee on Instruction, the Committee on Off-Campus Activities, and the Committee on the Faculty. He or she may, however, request information from any College committee at any time, has the privilege of addressing any committee, and may request that a committee take up a particular question or problem. He or she arranges faculty meetings and provides administrative support for the committees of the Faculty. He or she reports at least annually to the Faculty, particularly with reference to finances, personnel policies, and programs of the College.

The Dean of the Faculty shall be appointed for a term of five years by the President in consultation with a Search Committee composed of six tenured members of the Faculty of Arts and Sciences. The Search Committee shall be chosen as follows:

- (1) The Committee Advisory to the President and the Committee on Organization and Policy, deliberating separately, shall each produce a list of twelve potential committee members; department and program chairs may propose names to either or both committees. The CAP and COP lists combined (up to twenty-four names) constitutes the "long list."
- (2) The CAP and the COP shall meet jointly to discuss the long list.
- (3) The COP shall meet and select twelve names from the long list. The names shall not be ranked. This list constitutes the "short list."
- (4) The COP shall meet with the President to present and discuss the short list.
- (5) The President, having consulted further at his or her discretion, shall select a committee of six members from among the names on the short list. The COP may approve or reject the committee as a whole; it may not vote on individual members. In the event of a negative vote, the President shall nominate a new Search Committee from the short list, retaining as many names from the rejected Committee as he or she judges appropriate. This procedure repeats until the COP approves a Committee.

The Search Committee shall elect its own chair and establish its own procedures. If a Search Committee member should, during the course of the search, become a candidate for the position of Dean, the Committee may elect to ask the President to choose a replacement. At the conclusion of the search, the Committee shall present the President with a slate of candidates.

¹⁰ This body is referred to hereafter as 'the Faculty.'

The Dean serves at the pleasure of the President, and may be reappointed according to the following procedures:

- (1) Before the beginning of the fall term of the Dean's fifth year of service, the Dean shall notify the President of his or her interest in reappointment.
- (2) If the Dean does not wish to be considered for reappointment, the President shall ask the COP to begin the process of selecting a search committee.
- (3) If the Dean does wish to be considered for reappointment, the President shall ask the COP to initiate a review. This review will take place in the fall term of the Dean's fifth year of service.
- (4) The review panel shall consist of two members of the COP, two members of the CAP, and two chairs of departments or programs, all selected by the COP. During the selection process, the COP may seek advice as it sees fit.
- (5) The review panel shall elect its own chair and establish its own procedures.
- (6) The review panel shall report its findings to the President, without a formal recommendation.
- (7) On the basis of the panel's report, the President may invite the dean to continue for another term of office. Should the President choose not to reappoint the Dean, the President shall ask the COP to initiate the normal search procedure for a Dean.

Should the office of the Dean become vacant before the end of the Dean's term, the President shall appoint an interim dean for a period not to exceed two years.

C *Voting Membership*

The voting membership of the Faculty shall consist of the President of the College; the Provost; the Dean of the Faculty; the Dean of the College; the Dean of the Tucker Center; the Dean of Libraries; the Dean of Graduate and Advanced Studies; the Dean of Admissions and Financial Aid; the Director of the Rockefeller Center; the Director of the Dickey Center; the Director of the Hood Museum; the Director of the Hopkins Center; the Director of the Ethics Institute; the Director of the Leslie Center; the Director of the Neukom Institute; the Director of the Dartmouth Center for the Advancement of Learning; the Director of the Irving Institute; the Director of the Institute for Writing and Rhetoric; the Director of the Montgomery Fellows Program; the Director of the Dartmouth Center for Service; the Vice President of Information Technology; the Registrar; the Director of Athletics; and all members of the departments and programs of the Faculty holding appointments as Professor, Associate Professor, Assistant Professor, Instructor (contingency appointments), Research Professor, Research Associate Professor, or Research Assistant Professor. The privilege of voting in the meetings of the Faculty and in the preferential ballots shall become effective upon appointment to the Faculty.

D *Meetings*

There shall be a meeting of the Faculty in each of the fall, winter, and spring terms of the academic year. These meetings shall be called by the Faculty Coordinating Committee. Additional meetings may be called by the President, the Dean of the Faculty, or by the Faculty Coordinating Committee on its own initiative. The Faculty Coordinating Committee must call a meeting of the Faculty at the request of the Committee on Organization and Policy, or the Committee of Chairs, or upon petition of twenty members of the Faculty under provisions outlined in Section III.A.1.b.(1). Upon receipt of such a petition, the Faculty Coordinating Committee shall call a meeting of the Faculty to take place within four weeks of receipt of the petition.

The President shall be the presiding officer of the Faculty; in his or her absence or at his or her request, the Dean of the Faculty shall preside. In both of their absences, the presiding officer shall be the chair of the Committee on Organization and Policy. The Faculty Coordinating Committee shall be responsible for the minutes of the meetings, which will be reviewed and approved by the Committee on Organization and Policy.

The chair of the Faculty Coordinating Committee (who is the chair of the Committee on Organization and Policy), or in her or his absence the vice-chair or the Committee of Chairs, shall speak for the Faculty Coordinating Committee in bringing matters on the agenda before the Faculty. Seventy-five voting members of the Faculty shall constitute a quorum.

The call for any meeting of the Faculty shall include a statement of the agenda prepared by the Faculty Coordinating Committee and distributed to the Faculty not less than ten days before the meeting. Whenever possible, all proposals, resolutions, and supporting materials shall be distributed to the Faculty at least five days before the meeting.

Final action on all business shall be taken by a majority vote of those members present and voting. Final action on any business not included in the agenda, or upon any business ruled by the presiding officer to involve a substantial change of policy, may be taken at the meeting to which it is first submitted only by

consent of two-thirds of the members present and voting. Otherwise, final action upon such business shall be postponed to the next meeting of the Faculty.

In the event that a quorum cannot be obtained for a meeting of the Faculty, the agenda for which includes actions on decisions of the Committee of Chairs, the action of the Committee of Chairs will be final if reaffirmed at its next meeting by a two-thirds vote (except for changes in the Organization of the Faculty of Arts and Sciences of Dartmouth College, which must be approved by the Faculty).

The Faculty, as a legislative body, completes its session at the end of the spring term. Faculty meetings shall be conducted according to the latest edition of Robert's *Rules of Order*.

III Standing Committees of the Faculty

A General Committees

These committees shall be guided by the procedures outlined in the latest edition of Robert's *Rules of Order*. Faculty members of the Standing Committees shall be elected or appointed for a period of three years, except members of the Review Committee who shall be appointed for four years (the first three years as regular members and the last year as alternates), the Committee on Senior Fellowships and the Committee on Graduate Fellowships, who shall be appointed for four years (the first two years as regular members, and the last two years as alternates), and members of the Committee on Standards, who shall be appointed for any two terms of one academic year, for two consecutive years, based on a lottery system administered by the Dean of the Faculty office. Except for members of the Committee on Senior Fellowships, who are appointed during the winter and begin service on the first day of spring term, members of Standing Committees are elected during the regular winter/spring elections or appointed during the spring and assume office on the first day of the summer term. Members elected or appointed to a full period of service shall be ineligible to succeed themselves. Any questions about eligibility will be resolved by the Committee on Organization and Policy. Three committees are responsible for the general policies and organization of the Faculty: the Committee of Chairs, the Committee Advisory to the President, and the Committee on Organization and Policy.

The Committee of Chairs is authorized to act for the Faculty on all matters except those involving a major change in policy, changes in the *Organization of the Faculty of Dartmouth College*, changes in degree requirements or in standards for admission to the A.B. degree program, and the creation or abolition of departments or programs. The Committee Advisory to the President represents the Faculty in matters of appointment and promotion of faculty members and provides liaison between the Faculty and the President of the College. The Committee on Organization and Policy serves as a steering committee for the Faculty, is responsible for considering issues of general faculty policy, for nominating or appointing faculty members to particular committees, and for maintaining the effectiveness of faculty organization.

1 FACULTY COORDINATING COMMITTEE

a. Membership

The Faculty Coordinating Committee shall consist of the Dean of the Faculty, the vice-chair of the Committee of Chairs, and the chairs of the Committee on Organization and Policy, the Committee on Instruction, the Committee on the Faculty, the Committee on Priorities, the Committee on Off-Campus Activities, and the Committee on Student Life. Additionally, the Committee on Organization and Policy may invite other chairs of standing committees and councils for advisement. The chair of the Committee on Organization and Policy shall serve as chair of the Faculty Coordinating Committee.

b. Functions

- (1) To meet at least once per term to identify and approve items to be placed on the agendas of meetings of the Committee of Chairs and the Faculty of Arts and Sciences.
- (2) To coordinate the work of committees and councils and to assist the Dean of the Faculty in the elaboration of policy and implementation strategies.
- (3) To call meetings of the Faculty of Arts and Sciences upon its own initiative, upon request from the Committee on Organization and Policy or the Committee of Chairs, or upon petition by twenty members of the Faculty (who shall state their purpose in the petition).
- (4) To publish the agenda for and minutes of Faculty meetings and to transmit actions of the Faculty to appropriate parties, as instructed by the Faculty.
- (5) To call meetings of the Committee of Chairs upon its own initiative, upon request from the Committee on Organization and Policy, or upon petition by five or more members of the Committee (who shall state their purpose in the petition).
- (6) To publish the agenda for and minutes of the Committee of Chairs meetings and to transmit its actions to appropriate parties.

- (7) To invite non-members of the Committee of Chairs to meetings of the Committee of Chairs when, in its judgment, business of special importance to them is to be discussed or when their comments would be particularly valuable.
- (8) To publish at least once each year a bulletin which shall summarize the actions of the Faculty of Arts and Sciences and the Committee of Chairs and the reports of other committees of the Faculty.

2 COMMITTEE OF CHAIRS

a. Membership

The Committee of Chairs shall consist of the chairs of all departments and programs and the following *ex officio* members: the President, the Executive Vice President and Chief Financial Officer, the Dean of the Faculty, the chair of the Committee on Organization and Policy, the Chair of the Committee on Priorities, the Dean of the College, and the Registrar. On occasions when the chair of a department is unable to attend, the vice-chair or a designated alternate may attend, with full privileges. Such alternates shall be designated by the chair on behalf of the Department on an annual basis.

The Dean of the Faculty shall serve as chair; in the Dean's absence the vice-chair shall serve as chair; in both of their absences, the chair of the Committee on Organization and Policy shall serve as chair. The Committee of Chairs will annually elect a vice-chair from among its non-ex officio members; the vice-chair shall represent the Committee of Chairs on the Faculty Coordinating Committee.

b. Meetings

- (1) Meetings may be called by the President, the Dean of the Faculty, the vice-chair, or the Faculty Coordinating Committee.
- (2) Two-thirds of the voting membership shall constitute a quorum.

c. Functions

- (1) To act in behalf of the Faculty of Arts and Sciences on all matters except those involving a major change in policy, such as changes in the *Organization of the Faculty of Dartmouth College*, changes in degree requirements or in standards for admission to the A.B. degree program, and the creation or abolition of departments or programs. Committee action may be taken on its own initiative or in response to motions or proposals transmitted by the Committee on Organization and Policy.
- (2) To present to the Faculty of Arts and Sciences through the Faculty Coordinating Committee, upon its own initiative, any motion or proposal upon which it is not authorized to take final action.
- (3) In conjunction with the Dean of the Faculty and the Committee on Priorities, to provide for a continuing review of the budget and its relationship to institutional plans and priorities.
- (4) To certify that students have fulfilled all requirements for the A.B. degree. The Committee of Chairs may authorize the Faculty Coordinating Committee to act on its behalf in carrying out this function.
- (5) To award prizes on behalf of the Faculty and to supervise the awarding of honors for academic distinction. The Committee of Chairs may authorize the Faculty Coordinating Committee to act on its behalf in carrying out this function.

3 COMMITTEE ON PRIORITIES

a. Membership

The Committee on Priorities shall consist of eight faculty members to include four members elected by the Committee of Chairs from among its members (one per division and one from interdisciplinary programs) and four additional members appointed by the Committee on Organization and Policy (one per division and one from interdisciplinary programs), no two from the same department or program, and the following non-voting *ex officio* members: the Provost, Dean of the Faculty, the Executive Vice President, the Chief Financial Officer, and the Associate Dean for Finance and Operations. The elected divisional representatives will be chosen by chairs from their own division by means of a written ballot. Elected and appointed members shall normally serve for three years, with the terms of service staggered as much as is practicable; elections for vacancies shall be held once a year, no later than the final meeting of the spring term, with service to begin in the summer term. The Committee shall elect its own chair annually from among its faculty members.

b. Functions

To formulate, articulate, and promote the Faculty's priorities in relation to the allocation of resources, the objectives on which resource allocation is based, and those commitments or expenditures that

have significant budgetary effects. To participate in budgetary discussions concerning the Faculty of Arts and Sciences and the institution as a whole. This general charge includes the following:

- (1) No later than the beginning of the fall term of each academic year, to discuss, in consultation with the Committee on Organization and Policy and the Committee on the Faculty, the Faculty's priorities in order to establish or revise them over the course of the term.
- (2) No later than the fall term of each academic year, to meet with the President to discuss the Faculty's priorities and institutional priorities.
- (3) To consult with, and make specific recommendations to, the appropriate College officers in light of the Faculty's priorities.
- (4) To communicate with and report regularly to the Committee of Chairs, the Committee on Organization and Policy, and at least once annually to the Faculty of Arts and Sciences. Divisional representatives on the Committee shall report to their divisions as necessary, but at least once annually, to receive input from faculty and to share the status of priorities.

4 COMMITTEE ADVISORY TO THE PRESIDENT

a. Membership

- (1) The Committee Advisory to the President shall consist of the Dean of the Faculty and six tenured professors appointed by the President, two from each of the three divisions of the Faculty, no two from the same department. Appointed members shall serve for a term of three years. No member may be nominated to succeed himself or herself for a period of three years, and no appointed member may serve concurrently on the Committee on Organization and Policy, or the Review Committee, or as an Associate Dean of the Faculty. The appointed members of the Committee shall elect from among their number a vice-chair who shall serve as chair in the absence of the President.
- (2) Two members shall be appointed annually in the following manner. Each of the divisions from which an appointment is to be made shall choose and rank preferentially a slate of nine nominees by two-stage preferential ballot. The nine nominees shall be those receiving the highest number of votes in the first-stage voting. The nine nominees shall then be ranked in accordance with the number of votes each receives on the second-stage ballots. The President shall then appoint one of the three available top-ranking nominees to the committee. Whenever an appointed member is unavailable to serve one or more terms of his or her tenure on the committee, the President shall choose a temporary replacement from among the three highest ranking nominees remaining on the slate who are available and eligible to serve.
- (3) When a promotion, tenure-level, or reappointment decision is before the Committee Advisory to the President, no appointed member of the Committee from the candidate's department or equivalent *ad hoc* tenure committee will sit with the Committee for that deliberation or that vote. In consideration of promotion and tenure, and in reappointment decisions when the department vote is divided, the temporarily vacated seat will be filled by a former member of the Committee Advisory to the President from that division who has served within the past three years, proceeding in order from the person most recently on the Committee; if such a person is not eligible or available, the President will select the replacement from among the three eligible divisional nominees who ranked highest in the most recent elections to the Committee Advisory to the President.

b. Functions

- (1) To consult with the President on matters of appointment or promotion of members of the Faculty to the ranks of Professor or Associate Professor and reappointment of members of the Faculty within the rank of Assistant Professor.
- (2) To consult with the President with reference to approval of leaves for members of the Faculty.
- (3) To consult with the President on any other matter which the President desires to bring before it.
- (4) To consult with the President on any other matter which the Committee wishes to have considered.

5 COMMITTEE ON ORGANIZATION AND POLICY

a. Membership

The Committee on Organization and Policy shall consist of the Dean of the Faculty and nine faculty members, three elected from and by each of the three divisions of the Faculty, no two from the same department. Three members, one from each division, shall be elected annually by two-stage preferential ballot. No member may be nominated to succeed himself or herself for a period of three years, and no elected member may serve concurrently on the Committee Advisory to the President, or the Review Committee, or as an Associate Dean of the Faculty. A vacancy shall be filled by the

eligible nominee who was next in order of preference in the most recent divisional poll for election to the Committee. The Committee shall elect its own chair annually from among its elected members.

b. Functions

- (1) To consider general policies which affect the Faculty as a whole and to make recommendations on them when appropriate.
- (2) To recommend to the Faculty any changes in the *Organization of the Faculty of Dartmouth College* it deems desirable.
- (3) To appoint members of the Committee on Priorities, Committee on Instruction, the Committee on Admissions and Financial Aid, the Committee on Student Life, the Committee on Senior Fellowships, the Committee on Graduate Fellowships, the Committee on Off-Campus Activities, the Committee on the Faculty, the Council on the Libraries, the Council on Honorary Degrees, the Council on Computing, the Council on Benefits, and the Council on Undergraduate Research. To provide, from its own membership, three representatives to the Steering Committee of the General Faculty.
- (4) To appoint chairs of the Committee on Graduate Fellowships, the Committee on Instruction, the Committee on Student Life, the Committee on Off-Campus Activities, and the Committee on the Faculty.
- (5) To appoint faculty representatives to the Council on Student Organizations, Dartmouth College Athletic Council, and the Alumni Council.
- (6) To create, charge, staff, and select chairs for all *ad hoc* committees of the Faculty of Arts and Sciences. In establishing *ad hoc* committees, to receive and consider initiatives from other committees, councils, or individuals.
- (7) In the event of vacancies on any of the above committees or their chairs, to appoint replacements in the manner best calculated to maintain the prescribed composition of the committee and the intent of the Faculty.
- (8) To augment temporarily an existing committee by appointing additional members, to charge such an augmented committee, and to specify its term of service.
- (9) To appoint faculty representatives to *ad hoc* committees and councils whose goals are policy-related. When an *ad hoc* committee is proposed, if the Committee on Organization and Policy determines the proposed charge has significant overlap with that of a standing committee of the Arts and Sciences, or of a Council to which faculty representatives are appointed, it may recommend that the issue(s) in question be taken up instead by the standing committee. The standing committee may then require augmentation (see section 8). If the *ad hoc* committee is formed, the faculty appointed by the Committee on Organization and Policy will serve as liaison between the Committee on Organization and Policy and the *ad hoc* committee and, if the faculty constitute a dissenting minority on the *ad hoc* committee, they will summarize their conclusions in a report to the Committee on Organization and Policy.
- (10) To receive and consider all reports and proposals on behalf of the Faculty of Arts and Sciences and to transmit motions for final action to either the Committee of Chairs or the Faculty. In transmitting motions, the Committee on Organization and Policy shall ensure that the motion is well formulated, but it may not modify the substance of the motion. Under exceptional circumstances, the Committee on Organization and Policy may add its own recommendation or substitute motion, keeping it separate from the original motion.
- (11) To transmit formal resolutions adopted by the Faculty to appropriate parties when so instructed by vote of the Faculty.

In carrying out the above functions, the Committee on Organization and Policy will:

- (12) Ensure, insofar as possible and appropriate, that committees are representative of the academic ranks of the voting Faculty.
- (13) Ensure that the overall investment of faculty effort in committee service is in accord with the general mission of the College. Committee and council service is part of the collective responsibility of the Faculty, and the system should be kept as effective and efficient as possible.
- (14) To submit a report to the Committee of Chairs at the end of each academic year.

6 REVIEW COMMITTEE

a. Membership

- (1) The Review Committee shall consist of three full professors, one from each of the three divisions of the Faculty of Arts and Sciences. Committee members shall serve for a term of four years, the first three years as regular members, and the last year as an alternate. Terms of

service shall be staggered as much as is practicable. No member may be nominated to succeed himself or herself for a period of three years, and no elected member may serve concurrently on the Committee Advisory to the President, the Committee on Organization and Policy, or the Council on Academic Freedom and Responsibility, or as an Associate Dean of the Faculty. The Review Committee shall select its own chair annually.

- (2) One member shall be selected annually in the following manner. Faculty members in the division from which a selection is to be made shall rank a slate of full professors by a two-stage preferential ballot. The nominees shall then be ranked in accordance with the number of votes each receives, and the President shall select one of the three top-ranking nominees. Whenever a selected member is unavailable to serve one or more terms of his or her tenure on the committee, the President shall choose a temporary replacement from among the three highest ranking nominees remaining on the slate who are available and eligible to serve.
- (3) When a member of the Review Committee is removed because of bias or conflict of interest (as described in Section 7 of the *Agreement Concerning Academic Freedom, Tenure, and Responsibility of Faculty Members*), that Committee member's temporarily vacated seat will be filled by a former member of the Review Committee from that division, proceeding in order from the person most recently on the Committee. If such a person is not available, the President will select the replacement from among the three eligible divisional nominees who ranked highest in the most recent elections to the Review Committee.

b. Functions

- (1) At the request of the Dean of the Faculty of Arts and Sciences, to review allegations by a member of the Faculty of Arts and Sciences that his or her academic freedom has been violated, and, if the evidence warrants, to forward the case to the Council on Academic Freedom and Responsibility for further action, as set forth in the *Agreement Concerning Academic Freedom, Tenure, and Responsibility of Faculty Members*.
- (2) To review certain disciplinary actions and recommendations for disciplinary action by the Dean of the Faculty of Arts and Sciences, as set forth in the *Agreement Concerning Academic Freedom, Tenure, and Responsibility of Faculty Members*.
- (3) To review certain appeals by Arts and Sciences faculty of reappointment, promotion and tenure decisions, as set forth in Section VI-C.
- (4) To report annually to the President on its activities during the prior year.

B *Educational Policy Committees*

Four committees are responsible for the general educational policies and procedures of the Faculty: the Committee on Instruction, the Committee on Admissions and Financial Aid, the Committee on Senior Fellowships, and the Committee on Off-Campus Activities.

The Committee on Instruction is responsible for oversight of institutional instructional policies, for evaluating and approving significant changes in major requirements and for recommending the addition or deletion of majors and special programs. The Committee on Admissions and Financial Aid is responsible for policy concerning undergraduate admissions and financial aid, and for administering the program of information and recruitment of candidates for admission, on behalf of the Faculty. The Committee on Senior Fellowships recommends candidates for fellowships and exercises general review of their work. The Committee on Off-Campus Activities supervises and reviews all off-campus academic programs.

The Dean of the Faculty shall convene meetings of the chairs (or other members) of the four Education Policy Committees at least once each term to discuss the committees' common concerns.

1 COMMITTEE ON INSTRUCTION

a. Membership

The Committee on Instruction shall consist of the Dean of the Faculty; the Registrar; six members of the Faculty, two from each division and no two from the same department, appointed by the Committee on Organization and Policy for terms of three years; the Director of the Institute for Writing and Rhetoric (*ex officio*); and two students without vote.

b. Functions

- (1) To maintain and review requirements for the A.B. degree.
- (2) To review all proposed changes in inter-divisional course offerings, College Courses, and Student-Initiated Seminars.
- (3) To receive those minutes of Divisional Council meetings pertaining to changes in course offerings, course numbers, course title, course descriptions, and requirements for majors and, at its discretion, to review such changes.
- (4) To appraise the educational policies of the Faculty, and, when appropriate, to recommend to the Committee on Organization and Policy the establishment of an *ad hoc* committee or the

temporary enlargement of the Committee on Instruction to study and make recommendations on these policies.

- (5) To serve as an advisory body to the Registrar on matters dealing with the curriculum, admission with advanced standing, and transfer credit. Also to act on appeals of student petitions for transfer of credit from an academic institution with which Dartmouth has no formal exchange programs.
- (6) To oversee the First-Year Seminar Program.
- (7) To monitor the First-Year Advising Program and the Intensive Academic Support Program.
- (8) To review all Third- and Five-Year Program reviews.
- (9) To review all requests for Non-Western credit (old requirements) and all requests for distributive, World Culture, or Interdisciplinary credit (new requirements).
- (10) To review all proposals for new majors and minors and all requests for new programs.
- (11) To review all proposals regarding the culminating experience in the major.
- (12) To submit a report to the Committee on Organization and Policy at the end of each academic year.

2 COMMITTEE ON ADMISSIONS AND FINANCIAL AID

a. Membership

The Committee on Admissions and Financial Aid shall consist of the Associate Dean of the College for Student Academic Support Services; the Dean of Admissions and Financial Aid; the Director of Financial Aid; a member of the Faculty appointed by the President for a term of three years; and four other faculty members, at least one from each of the three divisions of the Faculty and no two from the same department. The Director of Financial Aid shall be a non-voting member. The chair of the Committee shall be designated by the President from among the faculty members. The President may also name, at his or her discretion, up to two additional members each year, to serve for a period of one year.

b. Functions

- (1) To maintain and review standards and procedures for admission to the A.B. degree program, and, as the committee deems necessary, to undertake special studies of admissions and financial aid policies and to participate in the processes of admission and financial aid through reading and evaluation of admissions folders, discussion and decision of problem and test cases, and such other procedures as it may deem suitable.
- (2) To review policy governing admissions and financial aid, and to recommend to the Trustees through the Faculty any changes in policy.
- (3) To act as an advisory body to the Dean of Admissions and Financial Aid concerning the recruitment and admission of new students and the granting of financial aid to undergraduates.
- (4) To review information concerning the Faculty, departments, and programs of Dartmouth College for prospective candidates for admission.
- (5) To submit an annual report to the Committee on Organization and Policy.

3 COMMITTEE ON SENIOR FELLOWSHIPS

a. Membership

The Committee on Senior Fellowships shall consist of the Dean of the College, or his or her representative, the Assistant Dean of Faculty for Undergraduate Research, and six faculty members, two from each of the three divisions of the faculty, no two from the same department. The term of service for faculty members shall begin in the spring term and shall be four years, the first two years as regular members, and the last two years as alternates. The chair of the committee shall be appointed by the President of the College from among these six faculty members for a term of one year beginning in the spring term. Faculty members retiring from the committee at the end of a given winter term will normally be expected to be present at the spring term meeting in which determinations of completion and honors for Senior Fellows are made.

b. Functions

- (1) To make senior fellowship opportunities known to undergraduates and to keep faculty members informed about such opportunities so that they may counsel and encourage students to make full use of them.
- (2) To evaluate applications for Senior Fellowships and to recommend to the President candidates for fellowships.
- (3) To exercise general review of the work of the Fellows.
- (4) To report to the registrar as to completion and honors for Senior Fellows at the end of the third term of the fellowships.

- (5) To recommend to the Committee on Organization and Policy any major changes in the program.
- (6) To submit a report to the Committee on Organization and Policy at the end of each academic year.

4 COMMITTEE ON OFF-CAMPUS ACTIVITIES

a. Membership

The Committee on Off-Campus Activities shall consist of the Dean of the Faculty and the Dean of the College, or their representatives; eight faculty members, at least one from each of the three divisions and one from the interdisciplinary programs, no two from the same department or program; two students and one student alternate.

b. Functions

- (1) To supervise and review all off-campus academic programs and activities and to provide guidelines and information for the organization of such programs and activities.
- (2) To receive, from the appropriate divisional council, proposals for new off-campus programs or changes in existing programs.
- (3) To submit to the Committee on Instruction, for approval, all changes in off-campus course offerings.
- (4) To take final action on proposals for changes in already approved off-campus programs.
- (5) To recommend to the Committee of Chairs the adoption of new off-campus programs, or the discontinuance of existing off-campus programs.
- (6) To submit a report to the Committee on Organization and Policy at the end of each academic year.

C *Committees Concerned with Undergraduate Life*

Four standing committees of the Faculty are responsible for various aspects of undergraduate life and affairs: the Committee on Standards, the Committee on Admission and Financial Aid, the Committee on Graduate Fellowships, and the Committee on Student Life. Faculty members also serve on a number of other committees relevant to student life, which are listed in Appendix A.

The Dean of the College shall convene meetings of the chairs (or other members) of these committees at least once each term to discuss the committees' common concerns, and has the privilege of addressing any of these committees.

1 COMMITTEE ON STANDARDS

a. Membership

The Committee on Standards (COS) shall be composed as follows: a) 24 members of the faculty, selected as described in subsection (b) below, and from whose membership two will be designated by the Office of Judicial Affairs to serve on specific cases through deliberations; b) student members from the sophomore, junior, or senior classes and who meet the requirements for service established by the COS, six elected annually by the student body and six selected by the Dean of the College and from whose membership two will be designated to serve on specific cases through deliberations; c) administrator members who shall be selected by the President, but not from the Office of the Dean of the College, where one will be designated to serve on specific cases through deliberations. The COP, Student Assembly, Dean of the College, and President shall appoint additional members as needed. The Director or Assistant Director of the Office of Judicial Affairs will normally be present at hearings, and may be asked to chair hearings when appropriate. The Dean of the College shall designate staff to serve as Chair of the COS. The Dean of the College shall receive Requests for Review of COS outcomes following the procedures outlined in the College Undergraduate *Student Handbook*.

Panels drawn from the COS membership are convened by the Office of Judicial Affairs for disciplinary cases involving undergraduates. COS hearing panels include two faculty members, one administrator from a pool appointed annually by the President, and two students. Faculty members assigned to serve on the COS are trained by the Office of Judicial Affairs and may be called to serve as needed during a term of service.

b. Selection of Faculty Pool

- (1) The faculty who serve on the COS will consist of tenured faculty and those non-tenured faculty who volunteer to be considered for membership as assembled by the Dean of the Faculty through a random lot. A faculty member will serve for any two terms of an academic year, for two consecutive years. Members of the faculty who are eligible to serve on the COS are all of those in residence for a minimum of two terms of service during the first academic

year of appointment, except for those who have served on a panel within the previous six years and those faculty members serving on the CAP. The selection will be completed no later than the end of the winter term of the preceding academic year.

- (2) 24 members of the faculty will be selected and assigned to the COS each academic year to establish a pool of 18 members for hearing assignments each term. Faculty members should be available to serve up to six (6) times in any given term of service.
- (3) The faculty members drawn by lot for the Committee may have their service deferred by the Dean of the Faculty for good cause. Faculty who are in residence for fewer than two terms in the second year will also have their service deferred. Those deferred will be re-assigned to the Committee in the first year eligible after the reason for the exemption has lapsed.
- (4) During the first term of service and prior to serving, Committee members will attend a COS training session to familiarize themselves with the Committee's policies and procedures before serving as full voting members.
- (5) The Office of Judicial Affairs will select panel members to participate in specific hearings and deliberations, distributing the assignments as equitably as possible consistent with needs for diversity and representation.
- (6) Faculty members will be excused from their obligation, previously voted by the faculty, to serve as first-year advisors during the academic year in which they serve their first term on a COS panel.
- (7) Faculty members who wish to extend their term of service beyond their original appointment may request to remain on the panel with the approval of the COP. The Office of Judicial Affairs may solicit faculty with previous COS experience to serve as alternates to the current Committee membership in times of need for specific hearing panels. Faculty alternates in this category will only be invited to serve when the supply of available and currently assigned COS members has been exhausted.

c. Functions¹¹

- (1) To hear and act on alleged violations of the Academic Honor Principle (COS: Academic Honor).
- (2) To hear and act on alleged violations of the Code of Conduct which are brought to the COS in accordance with its established procedures (COS: Conduct).
- (3) To hear and act on alleged violations of the Code of Conduct by College-recognized undergraduate student organizations (Organizational Adjudication Committee).
- (4) To act on cases of unsatisfactory scholarship (Academic Action).¹²
- (5) To act on student petitions appealing actions of the Registrar through a Subcommittee composed of one faculty, one administrator, one student, the Registrar or their representative, and the COS chair (Review of Registrarial decision)¹³
- (6) To submit a report to the Committee on Organization and Policy at the end of each academic year.

2 COMMITTEE ON ADMISSIONS AND FINANCIAL AID

For membership and functions, see Section III,B,2.

3 COMMITTEE ON GRADUATE FELLOWSHIPS

a. Membership

The Committee on Graduate Fellowships shall consist of nine faculty members, three from each of the Arts and Humanities, Science, and Social Science divisions of the Faculty, no two from the same department, and the Scholarship Adviser (*ex officio*). The term of service for faculty members shall be four years, the first two years as regular members, and the last two years as alternates. The chair shall be appointed by the Committee on Organization and Policy annually.

b. Functions

- (1) To make appropriate fellowship opportunities known to undergraduates and to keep faculty members informed about such opportunities so that they may counsel and encourage students to make full use of them.
- (2) To recommend to the President candidates for appointment to Reynolds Foreign Scholarships and other graduate fellowships of Dartmouth College.

¹¹ Functions apply to all undergraduates, both regularly matriculated, and special and exchange students.

¹² Student members will not participate in these deliberations or decisions except when a request for reconsideration has been granted and student participation has been specifically requested by the student involved.

¹³ The Registrar, or their representative, shall not vote on these appeals.

- (3) To make recommendations for appointment to fellowships and scholarships not offered by Dartmouth College but open to its students and graduates.
- (4) To submit a report to the Committee on Organization and Policy at the end of each academic year.

4 COMMITTEE ON STUDENT LIFE

a. Membership

The Committee on Student Life shall consist of the Dean of the Faculty or his/her representative; the Dean of the College or his/her representative; up to three persons from the Office of the Dean of the College, appointed by the Dean of the College for terms of no less than one year; six members of the Faculty of Arts and Sciences, two from each division, no two from the same department, appointed by the Committee on Organization and Policy for terms of three years; two undergraduate students. The chair of the Committee shall be designated by the Committee on Organization and Policy from among the faculty members.

b. Functions

- (1) To work in close partnership with and regularly consult members of the Offices of the Dean of the College and of the Dean of the Faculty.
- (2) To assess and approve the following programs: (a) the academic component of orientation-week for first-year students, as coordinated by the Dean of the College and the Dean of the College Office; (b) the academic component of activities organized by the Office of Residential Life, as coordinated by the Director of Residential Education and the Residential Education office; (c) the academic component of activities undertaken by the Deans;
- (3) To assess and approve all other co-curricular programs that fit all of the following three criteria: (i) have a significant academic component, (ii) require sustained participation by members of the Arts and Sciences faculty, and (iii) are not overseen by an existing faculty committee. New programs that fit all three of the criteria specified above will require specific approval in advance from the Committee on Student Life in conjunction with the Dean of the College or the Dean of the Faculty as appropriate. Ongoing programs will be assessed at least once per year and will require the Committee on Student Life's approval in order to continue to operate.
- (4) To assess and evaluate pre-major advising, as coordinated by the Assistant Dean of the Faculty for Pre-Major Advising and the Office of Pre-Major Advising.
- (5) To pursue (at the request of the Dean of the College or the Dean of the Faculty or on its own initiative) special projects focusing on issues that involve the intersection of academics and student life. The pursuit of such a project would be in addition to, not in place of, its regular duties.
- (6) To submit a report to the Committee on Organization and Policy, the Dean of the College, and the Dean of the Faculty at the end of each academic year.

D *Other Committees*

1 COMMITTEE ON THE FACULTY

a. Membership

The Committee on the Faculty shall consist of the Dean of the Faculty, the Associate Dean for Finance and Operations for the Faculty of Arts and Sciences, and nine faculty members (three from each division, no more than one from any department, with eight senior faculty members serving for terms of three years and one junior faculty member rotated among the three divisions, serving for a term of one year) appointed by the Committee on Organization and Policy. The Dean of the Faculty and the Associate Dean for Finance and Operations shall be a non-voting members.

b. Functions

To review matters regarding compensation, leave programs, sponsored activities, institutional support for faculty research and scholarship, use of faculty time, and other matters which affect the professional development and well-being of the Faculty; and to make recommendations concerning such matters to the Dean of the Faculty, the Faculty of Arts and Sciences, and appropriate officers of the College. This general charge includes the following:

- (1) To review with the President, the Dean of the Faculty or other officers and committees of the College policies and decision-making processes which bear on compensation, benefits, and all other matters that affect the economic position of the Faculty.
- (2) To advise the President, the Dean of the Faculty, or other officers of the College on matters which may affect the economic status of the Faculty.

- (3) To receive and act upon written appeals and recommendations regarding the efficient use of faculty time.
- (4) To select from among its members two delegates to the Council on Sponsored Activities and one delegate to the Council on Benefits.
- (5) The Chair, or representative of the Committee, will report to the Faculty of Arts and Sciences at least annually in the spring term meeting, information on benchmarking faculty salaries and compensation relative to peer institutions using appropriate data. This reporting may also include additional relevant information about the professional and economic status of the faculty.

IV Divisions of the Faculty of Arts and Sciences

There shall be three divisions of the Faculty: the Arts and Humanities, the Sciences, and the Social Sciences. The divisions are designed to promote the educational effectiveness of the departments by providing a forum for the discussion, planning, and coordination of matters of common academic concern. In addition to the regular academic departments in the three divisions, interdisciplinary programs¹⁵ may be created, as conditions require, to meet new or changing demands on the academic community.

A Membership

The Arts and Sciences shall consist of three divisions and the interdisciplinary programs, consisting of the members of the following departments and programs. For purposes of divisional voting, faculty members who are not affiliated with any department, or are affiliated with more than one department in different divisions, may be assigned to an appropriate division by the Dean of the Faculty. Members of departments may be assigned to interdisciplinary programs by the Dean of the Faculty, with the consent of the department and the individual involved.

The Arts and Humanities

Art History
 Classics
 English and Creative Writing
 Film and Media Studies
 French and Italian Languages and Literatures
 German Studies
 Music
 Philosophy
 Religion
 Russian Language and Literature
 Spanish and Portuguese Languages and Literatures
 Studio Art
 Theater

The Sciences

Biological Sciences
 Chemistry
 Computer Sciences
 Earth Sciences
 Engineering Sciences
 Mathematics
 Physics and Astronomy

The Social Sciences

Anthropology
 Economics
 Education
 Geography
 Government
 History
 Psychological and Brain Sciences
 Sociology

¹⁵ The term interdisciplinary programs refers throughout to those academic programs other than departmental which have been approved by vote of the Faculty of Arts and Sciences.

Interdisciplinary Programs

African and African-American Studies
Asian Societies, Cultures and Languages
Cognitive Science
Comparative Literature
Environmental Studies
Jewish Studies
Latin American, Latino, and Caribbean Studies
Linguistics
Middle Eastern Studies
Native American Studies
Quantitative Social Science
Women's, Gender, and Sexuality Studies

B *Officers of Divisions*

- 1 An Associate Dean of the Faculty, appointed by the Dean of the Faculty from among the members of the division or the programs. The term of service of the Associate Dean is determined by the Dean of the Faculty. An incoming Dean may terminate or renegotiate the terms of incumbent Associate Deans. The Associate Dean of each division or the programs is its chief officer.
- 2 A divisional council, composed of the chairs of the departments in a given division or the programs, and the appropriate Associate Dean who shall serve as its chair. On appropriate occasions the Registrar and the Associate Dean for Finance and Operations for the Faculty of Arts and Sciences may serve as advisers at a council's invitation.
- 3 A secretary, to be elected by the divisional council from among its own members, to serve for one year.

C *Functions of Divisional Councils*

- 1 To prepare agenda for meetings of the division so as to foster the realization of the division's primary objectives.
- 2 To supervise courses and programs of study falling within the division.
- 3 To appraise continuously the educational policies and programs affecting the division and its departments and, in the case of issues transcending a single division, to recommend to the Committee on Organization and Policy the establishment of *ad hoc* educational policy committees.
- 4 To consider changes in major programs as well as adoptions, abolitions, and changes of courses offered within the division, and to make recommendations concerning them to the Committee on Instruction for forwarding to the Committee of Chairs.
- 5 To consider all adoptions and abolitions of majors within the division and to make recommendations concerning them to the division.
- 6 To circulate its agenda to the departments in advance of its meetings and to notify the departments of actions taken.
- 7 To meet at least once each term to review and discuss both educational and administrative affairs of concern to the division.

D *Meetings of Divisions*

- 1 Meetings may be called at the request of the divisional council, the divisional associate dean, or on petition of five members of the division.
- 2 The voting members of the division shall be those voting members of the Faculty who are affiliated with the division.

E *Functions of Divisions*

- 1 To appraise continuously and, where appropriate, to recommend to the Committee of Chairs improvements and innovations in the educational policies and programs of the division and its departments.
- 2 To study ways of promoting improvement in the effectiveness of teaching procedures throughout the division and to recommend them to the Committee on Instruction.

- 3 To consider all adoptions and abolitions of major programs within the division and to make recommendations concerning them to the Committee on Instruction for forwarding to the Committee of Chairs, if appropriate.
- 4 To consider other matters which affect the educational programs of the division.

V Departments and Interdisciplinary Programs of the Faculty of Arts and Sciences

- A *The Departments of Instruction* shall be as follows: Anthropology, Art History, Biological Sciences, Chemistry, Classics, Computer Science, Earth Sciences, Economics, Education, Engineering Sciences, English and Creative Writing, Film and Media Studies, French and Italian Languages and Literatures, Geography, German Studies, Government, History, Mathematics, Music, Philosophy, Physics and Astronomy, Psychological and Brain Sciences, Religion, Russian Language and Literature, Sociology, Spanish and Portuguese Languages and Literatures, Studio Art, and Theater.

The Interdisciplinary Programs shall be as follows: African and African-American Studies, Asian Societies, Cultures and Languages, Cognitive Science, Comparative Literature, Environmental Studies, Quantitative Social Sciences, Jewish Studies, Latin American, Latino, and Caribbean Studies, Linguistics, Middle Eastern Studies, Native American Studies, and Women's, Gender, and Sexuality Studies.

- B *Meetings of Departments and Interdisciplinary Programs (academic units)*

- 1 The chair shall call at least one meeting of the academic unit in each term of the academic year. Additional meetings of the academic unit may be called by the chair and shall be called by her or him on request of at least one third of the voting members of the academic unit.
- 2 The voting members of the academic unit shall be those faculty members in residence who hold appointment or joint appointments in the academic unit as Professor, Associate Professor, Assistant Professor, or Instructor.
- 3 Voting privileges of other members in the academic unit shall be determined by the unit.
- 4 A majority of the members of the academic unit entitled to vote shall constitute a quorum, and all questions shall be decided by majority vote.
- 5 Appeal from a decision of the academic unit may be carried by any member to the final authority of the President.

- C *Officers of Departments and Programs (academic units)*

- 1 The chair of an academic unit shall be appointed by the Dean of the Faculty, in consultation with the appropriate Associate Dean, from among the members of the academic unit for a term of three years. He or she may be reappointed, but the principle of rotation shall in general apply. A chair shall normally be notified of her or his appointment no later than three months before the term of office begins.

In order to ensure that each member of an academic unit with the rank of Professor, Associate Professor, Assistant Professor, or Instructor shall have an opportunity to express anonymously her or his opinion as to the choice of chair, a confidential written preferential ranking of not more than five prospective chairs will be obtained by the Office of the Dean of the Faculty in the fall term of a chair's last year of office. The appointment of a chair need not be in accord with the results of this confidential preferential ballot. Additional communication is encouraged between the Office of the Dean of the Faculty and individual faculty members concerning the choice of chairs.

In consultation with departmental/program colleagues, the chair shall ensure that the education, recruitment, and administrative functions of the academic unit are effectively fulfilled. It shall be the duty of the chair to call meetings as noted above and to preside over such meetings. Unless other provisions are made by vote of the academic unit, the chair shall be the liaison with the officers of administration and other academic units. It is expressly stipulated that direct communication between any member of the academic unit and officers of administration shall at all times be free and open.

A chair shall continue to teach, but her or his teaching load may be reduced, by agreement with the Dean of the Faculty, to an extent commensurate with the burden of his or her responsibilities as chair.

- 2 A secretary shall be elected by the academic unit at the first meeting of the academic year for a term of one year. He or she shall keep records of all department/program meetings and such other records as the department/program may deem desirable.

- 3 Each academic unit may, according to its needs, delegate other administrative functions to individual members or committees.

D *Functions of Departments and Programs*

Subject to the authority reserved to the division, the Faculty, and the President, it shall be the function of an academic unit:

- 1 To formulate its own educational policy.
- 2 To provide proper courses for the carrying out of such policy.
- 3 To divide the work of instruction equitably among members of the academic unit.
- 4 To formulate and carry out, in consultation with the Office of the Dean of the Faculty and in accordance with the policies of the College, procedures to secure for the academic unit the best qualified personnel.
- 5 To recommend leaves for departmental/program personnel to the Dean of the Faculty.
- 6 To recommend to the library the purchase of all books charged to departmental/program appropriation.
- 7 To prepare the departmental/program budget with the exception of salaries and to determine the allotment of all departmental/program funds.
- 8 To provide for the business management of the academic unit, its relations with the officers of administration and with the library, the purchase of supplies, the administration of laboratories, the award of honors and prizes, the preparation and approval of examination papers, and other administrative matters.

E *Appointments in Departments*

Responsibility for recommending departmental appointments and reappointments shall be restricted to faculty members already holding full-time¹⁶ appointments in the department according to the following procedure:

- 1 The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on all initial appointments. Should the appointment be recommended with tenure, the recommendation must be accompanied by a separate vote of the tenured faculty in the department.
- 2 For promotions and reappointments of individuals already serving as Professors, Associate Professors, Assistant Professors, or Instructors, voting rights shall be as follows:
 - a. The Professors in the department who have tenure shall vote on the granting of tenure in the rank of Professor and promotion to the rank of Professor, and, with those Associate Professors having tenure, on the granting of tenure in the rank of Associate Professor and promotion to the rank of Associate Professor.
 - b. The Professors and Associate Professors together shall vote on reappointments to the rank of Assistant Professor.
 - c. The Professors, Associate Professors, and Assistant Professors shall vote on promotions from Instructor to Assistant Professor, and on reappointments to the rank of Instructor.
 - d. The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on reappointments to visiting, adjunct, lecturer, and research ranks.
- 3 Appointments involving a change from visiting, adjunct, lecturer, or research status to regular instructor or professorial status shall be considered as initial appointments.
- 4 Actions taken shall be forwarded as recommendations to the Dean of the Faculty.

F *Appointments in Interdisciplinary Programs*

Recommendations for appointments in an interdisciplinary program approved by vote of the Faculty shall be the responsibility of the personnel committee of that interdisciplinary program. Appointments may be solely in an interdisciplinary program or shared between two academic units. Responsibility for recommending program appointments and reappointments shall be restricted to voting members of the program according to the following procedure:

- 1 The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on all initial appointments. Should the appointment be recommended with tenure, the recommendation must be accompanied by a separate vote of the tenured faculty in the program.
- 2 Recommendations for reappointment, tenure and promotion for faculty holding joint or sole appointments shall be made following the procedure outlined in the Faculty Handbook.

¹⁶ a full-time appointment in this context means that the person's primary professional allegiance is to the College and that the person devotes at least half-time to teaching and other activities within the department.

- 3 For promotions and reappointments of individuals already serving as Professors, Associate Professors, Assistant Professors, or Instructors, voting rights shall be as follows:
 - a. The Professors on the personnel committee who have tenure shall vote on the granting of tenure in the rank of Professor and promotion to the rank of Professor, and, with those Associate Professors having tenure, on the granting of tenure in the rank of Associate Professor and promotion to the rank of Associate Professor.
 - b. The Professors and Associate Professors together shall vote on reappointments to the rank of Assistant Professor.
 - c. The Professors, Associate Professors, and Assistant Professors shall vote on promotions from Instructor to Assistant Professor, and on reappointments to the rank of Instructor.
 - d. The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on reappointments to visiting, adjunct, lecturer, and research ranks.
 - 4 Appointments involving a change from visiting, adjunct, lecturer, or research status to regular instructor or professorial status shall be considered as initial appointments.
 - 5 Actions taken shall be forwarded as recommendations to the Dean of the Faculty.
 - 6 A new interdisciplinary program approved by vote of the Faculty shall be reviewed during its third year of operation. The review will be carried out by a committee appointed by the Dean of the Faculty after consultation with the Committee on Instruction and the Council for Interdisciplinary Programs. The Committee should include advisors from outside the College. The Committee shall submit its recommendations with respect to continuation or dissolution of the interdisciplinary program to the Faculty through the Committee on Instruction and the Committee of Chairs for vote. If approved for a second time the interdisciplinary program shall function for an additional five years, with another review and evaluation, following the same procedure, before the end of that period. This second review committee may recommend to the Faculty for vote that the interdisciplinary program in question shall: 1) become a department; 2) merge with an existing department; 3) be allowed to continue as an interdisciplinary program subject to the same review procedures applicable to any other academic unit; 4) be dissolved. A decision to change the status of an interdisciplinary program, following either the first or second review, will be implemented in a manner consistent with commitments to faculty assigned to the interdisciplinary program and to students studying in the interdisciplinary program.
 - 7 If a decision is reached to continue an interdisciplinary program beyond the first three-year period, recommendations for tenure appointments in that interdisciplinary program may be made to the Dean of the Faculty in accord with the established procedures of the College. Such tenure appointments normally shall be made half in the interdisciplinary program and half in an academic unit with continuing status, not solely in the interdisciplinary program.
 - 8 Tenure appointments solely within an interdisciplinary program may be considered after an interdisciplinary program has been given a continuing status by vote of the Faculty following its second review evaluation.
- G *Small Departments and Interdisciplinary Programs (academic units)*
 In the case of academic units having a faculty not larger than two, such modifications of the above rules as seem to meet their special requirements are permitted, subject to approval by the Committee Advisory to the President.

VI Appendices

- A *Other Committees on Which Faculty Members Serve*
- 1 Council on Student Organizations
 The Council on Student Organizations is charged with the general supervision of nonathletic organizations not specifically assigned by the President to the supervision of other administrative agencies. By vote of the Trustees of the College the Faculty is authorized to appoint three of its members to the Council; these appointments are made by the Committee on Organization and Policy. The Council reports annually to the President, and it shall publish its report to the Faculty during the month of November.
 - 2 Alumni Council
 The Alumni Council authorizes the Faculty to appoint one of its members to serve as its representative on the Council. This representative must be an alumnus or alumna of the College. He or she shall be appointed by the Committee on Organization and Policy for a term of two years; at the expiration of two consecutive terms of service he or she shall not at that time be reappointed.

3 Dartmouth College Athletic Council

The Dartmouth College Athletic Council is an advisory body to the Director of Athletics and the Dean of the College that makes recommendations on policy matters pertaining to the College's intercollegiate athletics, physical education, and recreational programs. The Council includes three members of the Faculty of Arts and Sciences appointed by the Committee on Organization and Policy for a term of three years.

Faculty Advisory Subcommittee of the Dartmouth College Athletic Council

a. Membership

The Faculty Advisory Subcommittee of the DCAC shall consist of the three faculty members of the DCAC, the director of athletics, and the Dean of the College (chair). The Dean of the Faculty or a designated representative shall be ex officio.

b. Functions

- (1) To act in an advisory capacity to the director of athletics and the Dean of the College regarding general policies concerning the programs of physical education, intercollegiate athletics, and intramural athletics and their relationship to the academic programs of the College.
- (2) To act in an advisory capacity to the director of athletics and the Dean of the College regarding policies concerning absences of members of athletic teams and to recommend the occasions on which athletes may request excused absences from faculty members.
- (3) To consider and recommend policies regarding the scheduling of games to ensure that contest dates conflict as little as possible with the College's academic programs.

B *Regulations for the Administration of Preferential Ballot.*

1 ELECTIONS BY PREFERENTIAL BALLOT

The following elections are carried out by preferential ballot:

a. Of the General Faculty:

- (1) Council on Academic Freedom and Responsibility: Members and Alternates—see Section I, D, 6.

b. Of the Divisions:

- (1) Committee Advisory to the President: Nominees.
- (2) Committee on Organization and Policy: Members.
- (3) Review Committee: Nominees

2 FIRST STAGE PROCEDURES AND ELIGIBILITY

Early in the winter term of each year each voting member of the Faculty shall be given access to a nomination ballot or ballots containing lists of all those eligible for nomination to represent the appropriate Faculty or Division on those committees in categories (1), (2), and (3) on which terms are due to expire. He or she shall select on this ballot a preferential choice (a simple choice in the case of the Council on Academic Freedom and Responsibility) for as many candidates as the instructions on the ballot shall indicate by the time specified, which normally shall be five weeks after the ballots are made available. The Registrar shall determine those candidates having the highest preference. For each committee the Registrar shall place the appropriate number of nominees on the ballots for the second stage. The appropriate number will normally be twenty-four for the Council on Academic Freedom and Responsibility, nine for the Committee Advisory to the President, five for the Committee on Organization and Policy, and nine for the Review Committee. If a faculty member receives sufficient votes to be placed on the second stage ballots of two or more of the Committee on Organization and Policy, the Committee Advisory to the President, and the Review Committee the number of nominees on these ballots will be increased by one for each such member; however, additional duplicated names resulting from this increase shall not result in further names being added to the ballots.

In drawing up the lists of those eligible for nomination as indicated above, the Registrar shall, with the help of the Dean of the Faculty, treat as ineligible any members of the Faculty who are known to be resigning or retiring at the end of the current year, or who, as a result of leaves, off-campus teaching, or other reasons, are not scheduled to be on active service on campus during more than one term (fall, winter, and spring) of the following year. Eligibility is herein defined as full-time (see the footnote in section V, E) voting membership with appropriate rank. A faculty member whose term is continuing on either the Committee Advisory to the President, the Committee on

Organization and Policy, the Review Committee, or as an Associate Dean of the Faculty is ineligible for the first stage ballot for any of these committees. In addition, a faculty member whose term is continuing on either the Council on Academic Freedom and Responsibility, the Review Committee, or as an Associate Dean of the Faculty is ineligible for the first stage ballot on either of these committees.

3 SECOND STAGE

Approximately two and a half weeks after the first stage ballots were due each voting member of the Faculty shall be given access to a ballot for election of persons as nominated in the First Stage for committees listed above. He or she shall mark on this ballot a preferential choice for all nominees on each list separately [except for the Council on Academic Freedom and Responsibility, for which see Section I, D, 6], by the time specified, which normally shall be five weeks after the ballots are made available. The Registrar shall then determine the nominees having the highest preference, and shall certify their election (their nomination in the case of the Committee Advisory to the President and the Review Committee).

4 TABULATION OF BALLOTS

Any ballot which does not conform to the instructions for voting shall be declared invalid. In the ranking of candidates, the preference numbers 1, 2, 3, 4, shall count 4, 3, 2, 1 points respectively (assuming, for example, that four nominees are to be chosen), the candidates being ranked in the order of the total number of points they receive. In case of a tie in either stage, preference shall be given to the candidate having the larger number of preference numbers 1; in case a tie still exists, the preference numbers 2 shall be used, and so on; in case the tie is absolute, the Chair of the Committee on Organization and Policy shall cast the deciding vote.

C *Appeal of Reappointment/Tenure/Promotion Decisions for Arts and Sciences Faculty*

The purpose of the appeal process for a reappointment/tenure/promotion decision in the Faculty of Arts and Sciences is to determine if there has been a violation of the College's non-discrimination or academic freedom policies, or if material procedural error took place when making these critical decisions.

On the following three grounds, the candidate or members of the reappointment, tenure, or promotion committee, individually or collectively, can request that a case be reexamined:

- (1) There was an alleged violation of the College's non-discrimination policy;
- (2) There was an alleged violation of the faculty member's academic freedom;
- (3) There was alleged procedural error (e.g., failure to include proper information or facts that should have been made available under the submission and evaluation guidelines in the Faculty Handbook, or a failure to follow the procedures stipulated in the Faculty Handbook for considering a case) that could reasonably have affected the decision.

The substantive evaluation of a case is not subject to appeal unless the appeal is based on one or more of these three grounds.

Alleged violations of the College's non-discrimination policy will be reviewed by the Director of Equal Opportunity and Affirmative Action (EO/AA); alleged violations of academic freedom will be reviewed by the Council on Academic Freedom and Responsibility (CAFR) as indicated in the *Organization of the Faculty of Dartmouth College* (OFDC); alleged violations of procedural error will be reviewed by the Review Committee (RC).

APPEAL PROCEDURE

A request for review must be made no later than 90 days after the date of written notification of the decision. Before formally initiating an appeal under any of the grounds described above, the candidate or member(s) of the committee are encouraged to confer with the Dean of Faculty or a member of the Review Committee.

There are three ways that requests for review can be initiated:

- (1) Should the candidate or member(s) of the committee allege that a violation of the College's non-discrimination policy has taken place, a letter will be submitted to the Director of EO/AA stating the grounds for appeal. The Director of EO/AA will conduct a factual review of the claim within 45 days and provide the results of that review to the President, the Dean of Faculty, and Committee

Advisory to the President (CAP). In addition, the Director of EO/AA will summarize the findings in a letter to the candidate or member(s) of the committee. This summary will withhold confidential information (e.g. the identity of the external reviewers). During this review the candidate or member(s) of the committee may choose to confer with members of the Review Committee or the Vice President for Institutional Diversity and Equity. If the review determines that discrimination has occurred the CAP will then review the case in the light of the new findings.

- (2) Should the candidate or member(s) of the committee allege that a violation of academic freedom has taken place, a letter will be submitted to the RC stating the grounds for appeal. The RC will examine the case and within 45 days determine whether the case should be forwarded to CAFR. If the RC forwards the case to the CAFR, the CAFR will conduct a review of the case in accordance with the "Agreement Concerning Academic Freedom, Tenure, and Responsibility" as indicated in the OFDC and forward its report to the President, the Dean of Faculty, and the CAP. In addition, the CAFR will summarize its findings in a letter to the candidate or member(s) of the committee. This summary will withhold confidential information (e.g. the identity of the external reviewers). If the CAFR determines that there was a violation of academic freedom the CAP will then review the case in light of the CAFR report.
- (3) Should the candidate or member(s) of the committee allege that procedural errors that could reasonably have affected the decision were made in the determination of the case, a letter will be submitted to the RC stating the grounds for appeal. The RC will conduct an investigation within 45 days and report its findings to the President, the Dean of Faculty, and the CAP. In addition, the RC will summarize its findings in a letter to the candidate or member(s) of the committee. This summary will withhold confidential information (e.g. the identity of the external reviewers). If the RC determines there was procedural error that could reasonably have affected the decision then the CAP will review the case in light of the RC report.

In its review, the RC may find that further review is warranted for reasons pertinent to non-discrimination or academic freedom. In this case the RC will forward the case to the Director of EO/AA (in cases involving possible discrimination) or the CAFR (in cases involving possible violation of academic freedom), who or which shall follow the procedures outlined above in sections (1) and (2), respectively.

If the CAP reviews a case in any of the three situations described above, it will determine within 45 days whether or not its original recommendation should be changed. The CAP will then report its conclusions to the President. Based on this report and the report from the Director of EO/AA, CAFR, and/or the Review Committee (as appropriate), the President will decide whether to recommend tenure or promotion to the Board of Trustees, or will make the final decision in the case of reappointment of an assistant professor.

Days during the summer term are not counted towards the 45 day limits given above. For good cause, the 45-day limits set forth above may be extended by the Director of EO/AA, the RC, or the CAP, as the case may be.

In reviewing a case, the Director of EO/AA, the CAFR, and the RC will seek to maintain confidentiality to the maximum extent possible, consistent with obtaining information that is relevant to the case. The written request for appeal and other documents relating to an appeal under this procedure will form part of the faculty member's reappointment / tenure / promotion file but will not be placed in a general personnel file.

The Dean of Faculty will report annually to the COP on the number of appeals made, the grounds upon which the appeals were made, the number of cases that the CAP reconsidered, and the number of times that the initial CAP decision was changed. No details of the individual cases will be provided.